



Universitetet
i Stavanger

**FACULTY OF SOCIAL SCIENCES,
NORWEGIAN SCHOOL OF HOTEL MANAGEMENT
MASTER'S THESIS**

STUDY PROGRAM:

Master's degree in service leadership in
International Business

THESIS IS WRITTEN IN THE FOLLOWING
SPECIALIZATION/SUBJECT:

Hospitality Industry

IS THE ASSIGNMENT CONFIDENTIAL? NO

TITLE: Investigating the impact of Favoritism on Work engagement in the Hospitality Industry: An examination of the Psychological Capital as a Mediating Factor

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Abstract

The main aim of this study is to examine the effects of favouritism in the hospitality industry on employee work engagement. The primary objective of this study is to gain a comprehensive understanding of the underlying mechanisms that contribute to the observed impact. This will be achieved by investigating the mediating role of Psychological Capital (PsyCap). This study aims to conduct empirical research with a sample size of 200 hospitality employees to examine the impact of favouritism on workforce morale, job satisfaction, and potential disengagement. Additionally, the study seeks to investigate the role of PsyCap, which includes components such as self-efficacy, hope, optimism, and resilience, in mediating these relationships. The intention is to provide a comprehensive analysis of these dynamics and provide valuable insights for stakeholders in the hospitality industry. These insights will assist in the formulation of strategies to address the adverse consequences of favouritism, improve employee work engagement, and foster the overall well-being and performance of organisations operating within this sector.

Keywords: hospitality industry, Norwegian hospitality industry, favouritism, work engagement, psychological capital

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CHAPTER # 1

INTRODUCTION

Favoritism is a new topic for Norway although it has been studied widely in the other contexts in the other parts of the world. Recently it encapsulated the attention of researchers, practitioners, managers in the different industries.(Vveinhardt & Bendaraviciene, 2022)

Favouritism can be defined as a phenomenon that occurs when a person or a group receives preferential treatment over others based on subjective criteria rather than merit or performance.

Favoritism significantly impacts on an organization's performance, employee turnover, low morale, dissatisfaction, negative emotional consequences as well as a destructive work climate or environment. In most of the cases, it results in some of the individuals to provide undeserved benefits based on their closeness to someone or to some groups rather than their exceptional skills in their field (Djefafliia Lamis,2020). It occurs due to an individual's power efforts toward satisfying their needs in the positions of authority (John Rotanna, 2023). Notably some of the researchers found out that favoritism also weakens equity and competition, raises disrespect in the workplace, and degrades workers' conceptions of organizational fairness(Arasli et al., 2019) .

The total number of Norway's populations is 5533582. An important portion of this population is consisting of 16% immigrants (SSB 2023 Jan). Small micro societies like Stavanger which has a population around 146,811 in the 3rd quarter of 2023 according to Stavanger Kommune of which 21.1% of them are immigrant parents according to council of Europe portal. They are 1/5 of society including jobless people and children in this population. Due to this small population of Norway, it is natural that the job employment opportunities are limited, the

resources are not abundant, and the market is very limited. These antecedents may naturally lead to the local people to support each other in employment, similarly cohesive group of employees from other countries also establish their own small networks to support themselves, and the favoritism may be initiated due to such survival backups in the society by different groups. Based on the researcher's observation of this thesis I observe one may apply formally to many jobs but because of his/her name is not in the local language, they don't even get back any feedback about their application. Local or internal recruitment therefore is the preferred method by the hospitality or other type of businesses.

Also in the past few years because of covid-19 incident, all the Industries went through major changes(Durrheim et al., 2016) especially in hospitality industry including accommodations food and beverage and travel industry(Lu et al., 2021).Due to this undesired issue, many of the organization have to reduce the number of employee because of low business revenue, or escalated costs, the management tried to keep some while laying off some others (Fairlie, 2020) and in this junction organizations were observed to just keep those workers who are closed to management and just layout or fire rest of the employee.

Another important concept in our model here is the psychological capital that has gained momentum in literature and practice. Psychological capital can enhance employee performance, well-being, and engagement. PsyCap is a component of human capital, according to(Wardani & Anwar, 2019) that may boost positive personal resources in a person's performance at work. Engagement is a psychological state that involves vigor, dedication, and absorption in one's work. Engagement can also improve employee outcomes, such as commitment and citizenship (Sun & Bunchapattanasakda, 2019). According to (Manuti & Giancaspro, 2019), one of the study topics of interest in organizational behavior and human resources is PsyCap. It is made up of the self-efficacy, optimism, hope, and resilience personality types. The notion of PsyCap, according to (Chaffin et al., 2023) is connected to

success in managing life and business. Furthermore, PsyCap is a component of human capital, according to (Wardani & Anwar, 2019), that may boost positive personal resources in a person's performance at work. Favouritism clearly has a negative effect on PsyCap. Employees who believe, witness or experience that favouritism has been used to unjustly give out promotions, chances, or prizes often to close employees leads to a fall in their resilience, hope, and self-efficacy (Maslach & Leiter, 2022).

Profiroiu et al. (2022) defined job engagement as a successful, motivating employee state that is comprised of traits like energy, devotion, and absorption. Higher levels of energy, a love for their jobs, and a tendency to be so engrossed in them make for workers who are more engaged at work (Giménez-Espert et al., 2020). People who appreciate difficulties and have great mental resilience, the capacity to confront obstacles while enjoying as well as profound absorption in their profession, are characteristics of engaged employees. According to (Araslı, 2019), the word "favoritism" itself often conjures up negative thoughts of corruption since conventional wisdom holds that the only people who gain from a favoritism transaction are the two parties involved. Favoritism has a detrimental impact on employee engagement, which lowers work satisfaction and levels of commitment to the firm (Arici et al., 2021). Employee motivation at work may decrease if they believe that chances, awards, or promotions are given out unjustly. Reduced commitment, a lack of drive, and a lower feeling of success may result from this. The significance of procedural fairness, or the sense that judgments are handled in an equal manner, is also highlighted by academics (Valcke et al., 2020). Favoritism compromises procedural fairness since it might make workers think that interpersonal connections rather than objective factors are what determine promotions or resource distribution. Such opinions damage employee engagement and diminish confidence in industry (He et al., 2014).

There are many research and study has been conducted on favouritism and employee turnover (Araslı et al., 2019), favouritism also has been taken with commitment and corporate citizenship (Yates, 2011), employee satisfaction (Laker & Williams, 2003) (Araslı & Tumer, 2008), employee low morale (Mabindisa & Legoabe, 2021). To the best of our knowledge, there is no study that has examined the mediating role of psychological capital in the relationship between favouritism and engagement, or that has investigated these variables simultaneously

in the hospitality industry in Norway. However, these topics are very critical (Ali et al., 2022), since the hospitality industry has difficult service characteristics and challenges is one of the largest and most dynamic sectors in the Norwegian economy. So, to fill up this gap, the aim of this study is to examine the relationship between favoritism and work engagements as well as the mediating role of psychological capital in hospitality sector in Stavanger.

We hope there will be a significant geographical as well as theoretical contributions resulted from this study. Geographically, this study will also contribute to Norway because there is no such a study, and it is the first time we are going to examine the relationship between these three components simultaneously with the mediating role of psychological capital. We will check the mediation impact of psychological capital, which is very sparse in the hospitality industry particularly in Norway. Also, we believe this study can contribute to the theory and create a demand to study further for future researchers.

1.1. Research questions

- What is the effect of favouritism on work engagement among employees in the hospitality industry?
- What is the relationship between psychological capital and favouritism?
- What is relationship the between psychology capital and work engagement?
- Does Psychological Capital (PsyCap) serve as a mediator between favouritism and job engagement among hospitality sector employees?

1.2. Organization of the study

The following is the outline of the study.

This research is divided into seven chapters, each providing a detailed examination of the topic.

Chapter 1 defines the study's subject and goals, followed by a comprehensive analysis of

literature in Chapter 2. Literature Review, Chapter 3 provides a broad to narrow view of global hotel sector, focusing on Norway's unique circumstances and Stavanger hospitality sector. Chapters 4 detail the study's methodology, findings, and analytical techniques. Chapter 5 further explores the findings, providing explanations and perspectives. Chapter 6 & 7 concludes by offering suggestions for further research, discussing practical applications, and summarizing the findings. This well-organized framework allows readers to easily navigate the study and understand the major ideas.

Chapter # 2

2.0 Literature Review

2.1. Introduction to chapter two

The main conceptual background for the investigation is provided in this chapter. A mediation study of psychological capital will be used to examine The Effect of Favoritism on Work Engagement in The Hospitality Industry. This chapter will examine our philosophical position and provide our conceptual framework. We will next go through our research approach and design so that you can see how the study was conducted philosophically. Finally, this paper talks about the factors that influenced our choice of theory and the strategies we utilized to find pertinent information throughout our literature search.

2.2. Theoretical background

The impact of favoritism on employee engagement at work in the hospitality sector, with an emphasis on the potential mediating role of Psychological Capital (PsyCap). This study use the Social Identity Theory and the Conservation of Resources (COR) theory to create a solid theoretical framework for your research (SIT). Let's define these ideas, talk about them, and look at how they connect to your research methodology, citing pertinent literature as we go.

2.2.1. Conservation of Resources (COR) Theory:

According to (Westman et al., 2004) COR theory, people work hard to get, preserve, and safeguard their resources since losing them causes stress and burnout. In this context, resources might be organizational, social, psychological, or physical. According to the notion, individuals are driven to protect their resources and, if they can, obtain more. When people believe that

their resources are in danger, it may have a variety of detrimental effects, but when resources are acquired, performance and well-being can increase (Güler & Çetin, 2019). Favoritism might be seen as a problem with resource distribution in this model. Workers may see partiality toward certain coworkers as a danger to their resources, which may have a detrimental effect on their level of involvement at work. However, psychological capital (PsyCap), which consists of elements like optimism, hope, resilience, and self-efficacy, may serve as a resource to support people in overcoming resource risks and improving their level of participation. Therefore, PsyCap can serve as a resource that mediates this relationship by reducing the impact of favouritism on work engagement. This means that the COR theory can be related to this study by implying that the perception of favouritism can lead to resource loss, negatively affecting work engagement.

The conservation of resources hypothesis, or COR, proposes that circumstances involving the actual or impending loss of a valued resource are what really generate stress and offers a framework for understanding how individuals respond to stress. Furthermore, the need to get, protect, and preserve these priceless resources drives human behavior under stressful situations, which is where stress originates. According to COR, failure is more obvious than success, and failure leads to failure (Volden & Welde, 2022). The idea has strong scientific backing and is mostly useful in comprehending how stress and physical health are related. It provides crucial information that has aided in directing studies on the management of chronic disease, the effects of natural catastrophes on health, and the long-term effects of occupational burnout.

First, employment resources have a stimulating effect on work engagement, according to COR (Lan et al., 2020). An authentic orientation program is a vital source of employment resources, allowing new hires to get necessary resources after joining the company. According to (Jiang et al., 2023), this early gain is advantageous for the development of resource gain spirals, meaning that an individual's initial resource accumulation increases their subsequent resource

gain. Put differently, workers that own more beginning individual resources will benefit from higher resource gain. Second, based on the crossover effect of resources (Song et al., 2023), personal resources will probably be used to realize the benefit of orientation training on employee engagement at work. (PsyCap)

2.2.2 Social Identity Theory (SIT):

Developed in 1979 by Henri Tajfel and John Turner, Social Identity Theory offers important insights into how people classify themselves and others into social groups and how membership in these groups affects their attitudes and actions (Kish Bar-On & Lamm, 2023). SIT claims that individuals often classify themselves according to several social identities, including the department, job, or any other group they are a part of. Their feeling of self and self-worth are bolstered by belonging to these groups. People identify themselves in the workplace as members of certain teams or departments or as workers of a specific company. According to SIT, prejudice and in-group favouritism are often the result of people's motivation to elevate the prestige and position of their in-group.

2.3. Favoritism

Favoritism in the workplace is a complex phenomenon that happens when certain employees are given preferred treatment or benefits over their coworkers, sometimes because of interpersonal ties, nepotism, or unconscious prejudices (John Rotanna, 2023). Favoritism may take many different forms in the context of the hospitality sector. It could include management or supervisors rewarding some workers unfairly, such as by giving them better shifts, promotions, or chances to improve their careers. Additionally, partiality may lead to preferential treatment in terms of education, acclaim, and resource access, resulting in a hierarchical and

unequal dynamic at work. Favoritism has far-reaching effects on the hospitality sector and may have a negative impact on staff members' general well-being and work happiness (de la Nuez et al., 2023). To appreciate the seriousness of the situation, it is essential to comprehend these effects.

1. Erosion of Job Engagement: Employees who are not the recipients of such preferential treatment report lower work engagement as a result of favouritism (Stefanidis et al., 2023). People may experience emotions of irritation, demotivation, and a diminished sense of success when they believe that opportunities, perks, or promotions are given unjustly. Overall work engagement suffers as a result of this.

2. Decreased Motivation and Engagement: When they see partiality, workers could stop caring about their jobs. They can wonder if their workplace is fair, which might result in a lack of drive to do their jobs to the best of their abilities. Lower engagement levels might lead to a drop in service quality, which can harm the hotel's image (VO et al., 2020).

3. Negative Impact on Team Dynamics: Favouritism may cause team dynamics to break down and alienate workers. Interpersonal tension may result from coworkers harbouring resentment or envy against people who are given special treatment (Tukachinsky Forster, 2023). As a result, teamwork, which is often important in the hospitality business, may suffer.

4. Emotional and Psychological Toll: Favouritism may have a negative impact on an employee's emotional and psychological wellbeing, whether they experience it or see it. It may result in tension, worry, and a feeling of unfairness, all of which may affect their personal life (De los Santos et al., 2020). Such unfavourable feelings might be harmful to one's physical and emotional well-being.

5. High Turnover Rates: High staff turnover is a serious repercussion of favouritism. Employees are more inclined to look for work elsewhere if they believe that their efforts are

being underappreciated and that favouritism is limiting their possibilities for progress (Shamsudin et al., 2023). For hospitality organisations, high turnover rates may affect operations and raise hiring and training expenses.

2.4. Work engagement

Profiroiu et al. (2022) define job engagement as a successful, motivating employee state that is comprised of traits like energy, devotion, and absorption. Higher levels of energy, a love for their jobs, and a tendency to be so engrossed in them make for workers who are more engaged at work (Giménez-Espert et al., 2020). People who appreciate difficulties and have great mental resilience, the capacity to confront obstacles while enjoying as well as profound absorption in their profession, are characteristics of engaged employees.

Improved interpersonal ties among workers as a consequence of work engagement also promote a positive work environment (Teo et al., 2020). Work engagement is anticipated to develop a proactive attitude among workers along with stronger interpersonal relationships, which will eventually result in higher organisational performance. Work engagement was divided into three groups by (Pincus, 2022) namely trait engagement (a positive outlook on life and work), state engagement (a sense of energy absorption and efficacy), and behavioural engagement (extra-role behaviour). Since safety performance is made up of safety compliance (in role behaviour) and safety participation, we will choose to connect work engagement with safety performance from a state and behavioural engagement standpoint (extra-role behaviour). Work engagement is of particular importance to our research because it goes well beyond ordinary job happiness and employer loyalty. Instead, it refers to individuals who are so enthusiastic and devoted to their work that they almost sacrifice themselves to make the business successful (Wang et al., 2020). Employees prefer to strive more toward their internal pleasure by looking

at the duties favourably even when they are anticipated to confront strain, which is an intriguing truth about job engagement that supports happiness and joyful work (Salvadorinho & Teixeira, 2023). The positive results of organisational citizenship behaviour (Alhashedi et al., 2021), which will increase organisational performance, is one of the most important reasons to combine work engagement with safety behaviour.

2.5. Psychological Capital

According to (Manuti & Giancaspro, 2019), one of the newest study topics of interest in organisational behaviour and human resources is PsyCap. Since modern organisations no longer need sustained competitiveness via conventional resources like physical, financial, or technical resources, the idea of PsyCap was created and to be invested for sustainable competitive advantage through people (Nordin et al., 2019). It is made up of self-efficacy, optimism, hope, and resilience personality types.

The notion of PsyCap, according to (Chaffin et al., 2023) is connected to success in managing life and business. Furthermore, PsyCap is a component of human capital, according to (Wardani & Anwar, 2019), that may boost positive personal resources in a person's performance at work.

Self-efficacy:

According to (Bourne et al., 2021), self-efficacy is the perception of our own competence and effectiveness. Self-efficacy inspires individuals to push themselves to grow in confidence and strengthens their qualities, talents, and skills so they may take on challenges and succeed. Self-efficacy is crucial in the PsyCap environment for motivating and inspiring people to work hard and accomplish their objectives (Kumar et al., 2022).

Optimism:

Optimistic people, according to (Forgas, 2023), attribute good outcomes to internal, enduring, and pervasive causes, whereas pessimistic people attribute poor outcomes to transient, external,

and context-specific causes. A person's feeling of self-worth and personal morale are increased when they are optimistic because it helps them to take responsibility for the good things that have happened in their life (Haldorai et al., 2022). People that are explanatorily optimistic will see the bright side of a situation and internalise the positive qualities of their history, present, and future. According to (Nordin et al., 2019), the PsyCap requires a person to have a strong sense of optimism in order to be more adaptable and realistic.

Hope:

In PsyCap, hope is described as having the motivation and resources to achieve a goal (Fidelis et al., 2021). Hope, according to (Fidelis et al., 2021), is a mental state that enables someone to establish demanding but reasonable goals and expectations and then work toward achieving those objectives with self-directed tenacity and energy. In other words, hope is the ability to keep working toward your objectives while, when needed, modifying or improving your methods for getting there. It is made up of the agency, which is the real objective, and routes, which is the necessary planning.

Resilience:

Papp and Neumann (2021) is credited with creating the resilience idea. The psychological resource known as resilience is helpful to a person when they experience setbacks. It is the ability of a person to effectively deal with difficulties and problems in life (Chiracu et al., 2023). When a person has failures due to uncontrollable external or even internal factors, their psychological capacity for resilience aids in their ability to try again and succeed.

2.6. Relationship between favoritism and work engagement

Favoritism still causes worry in today's varied and dynamic workplaces since it has a negative influence on how engaged people are at work. In order to emphasize the complex nature of this relationship, this talk examines the complex link between favoritism and job engagement. Favoritism is a problem that affects workplaces across a range of sectors. the consequences of

favouritism, which may be detrimental or beneficial, on those who receive it. Benefits from favouritism may accrue to the preferred staff. Employee motivation and work satisfaction might increase when they believe their superiors are on their side. Employees who thought they had a good connection with their boss, even if it was marked by partiality, reported increased work satisfaction, according to a research by (Dang & Pham, 2020). Furthermore, partiality may cause recipients to become more devoted and loyal. Because they believe that their superiors value and support them, workers who experience favouritism may be more motivated to put in more time and effort into their job (de la Nuez et al., 2023). Favoritism among beneficiaries may have a good impact on work engagement, which is defined as commitment, zeal, and total immersion in one's work. According to 2009 research by Turker and Selcuk, workers who thought they were receiving favorable treatment were more invested in their jobs. Beneficiaries often get positive reinforcement and recognition, which may be related to their participation.

On the other hand, on account of non-beneficiaries favoritism has a detrimental impact on employee engagement, which lowers work satisfaction and levels of commitment to the firm (Arici et al., 2021). Employee motivation at work may decrease if they believe that chances, awards, or promotions are given out unjustly. Reduced commitment, a lack of drive, and a lower feeling of success may result from this. The significance of procedural fairness, or the sense that judgments are handled in an equal manner, is also highlighted by academics (Valcke et al., 2020). Favoritism compromises procedural fairness since it might make workers think that these are interpersonal connections rather than objective factors what determine promotions or resource distribution. Such opinions damage employee engagement and diminish confidence in the company.

The objective of this empirical research is to examine how two variables—favoritism and work engagement—relate to one another. Social identity theory and the Conservation of Resources (COR) theory will be used (Valcke et al., 2020). According to (Raza et al., 2021), a person's

feeling of pride, self-worth, and self-identity are mostly derived from the groups to which they belong. People have a tendency to divide other people and themselves into a wide variety of social groups. Begeny et al. (2021) put out a novel, group value model that is based on social identity theory and contends that fair treatment is important because it communicates information about a person's standing within a group. According to (Araslı, 2019), the word "favoritism" itself often conjures up negative thoughts of corruption since conventional wisdom holds that the only people who gain from a favoritism transaction are the two parties involved. Due to the unequal allocation of resources, awards, and promotions, favoritism in the workplace conveys the message to non-beneficiary employees that the company does not invest in their human capital.

Katircioglu et al. (2022) Employees get uneasy in this circumstance, which causes them to conduct negatively at work and produce negative results. Favoritism for these workers (non-beneficiaries) causes friction and stress at work (Mazumder & Biswas, 2022), which results in poor decision-making, a lack of motivation, and a decline in productivity. Employees that are excited and immersed in their job on a daily basis and who perform better are said to be engaged employees (Estimo & Villanueva, 2023). People who are actively involved are enthusiastic, driven by their job, and more likely to work long hours and efficiently.

The connection between favouritism and job satisfaction is intricate and diverse. The extent to which favouritism has a negative effect on work engagement depends on a number of variables, including perceptions of fairness, organisational culture, and employee resilience. Favouritism can negatively impact work engagement by eroding job satisfaction, lowering commitment, and undermining perceptions of fairness. On the other side, work engagement has a favourable impact on employee performance and organisational results. Employees that are engaged are more likely to remain with their companies longer and are more productive. By encouraging fairness and openness, effective leadership may significantly reduce the harmful impacts of

favouritism. Organizations may mitigate the negative effects of favouritism on employee engagement by promoting a culture of fairness and meritocracy, which will eventually improve employee performance and corporate success. We particularly put up the following hypotheses:

H1. There is a significant relationship between favoritism and work engagement.

2.7. Relationship between favoritism and Psychological Capital (PsyCap)

Favoritism in the workplace interacts with workers' psychological capital (PsyCap) in a complicated, multilayered way that has a big impact on how they feel and perform (Bellingan et al., 2020). Favoritism, which is defined as preferential treatment based on personal ties or unconscious prejudices, has the potential to weaken or strengthen workers' PsyCap. In this debate, we examine the effects of partiality on PsyCap and speculate on PsyCap's possible protective function.

1. Favouritism's Erosion of PsyCap

Favouritism clearly has a negative effect on PsyCap of non-beneficiaries. Employees who believe that favouritism has been used to unjustly give out promotions, chances, or prizes often see a fall in their resilience, hope, and self-efficacy (Maslach & Leiter, 2022). Employees may begin to doubt their competency if interpersonal interactions rather than merit drive results, which is a crucial aspect of PsyCap. Favouritism may also make workers feel that their efforts and goals aren't respected, which might lower their level of optimism. Favouritism that is pervasive might encourage pessimism and have a detrimental effect on PsyCap optimism component. Favouritism may also be a substantial cause of stress and mental discomfort for workers, weakening their capacity for resilience (Kotakonda & Menon; Sanat, 2019).

2. PsyCap as a Potential Buffer

While favouritism threatens PsyCap, it is important to acknowledge PsyCap possible function as a buffer against favouritism's adverse consequences. Resilience, a fundamental element of PsyCap, is crucial in assisting staff members in overcoming the emotional stress brought on by partiality (Sanat, 2019). Employees that are resilient are better able to recover from sentiments of unfairness and demotivation. Favouritism presents problems that they may more skilfully traverse, eventually protecting their overall PsyCap (Prasath et al., 2022). Furthermore, when presented with partiality, workers with higher PsyCap levels could use more adaptive coping techniques. People with high self-efficacy, for instance, would actively explore for solutions to fix the problem or develop their abilities, while people with high optimism might have a positive attitude and continue in their task (Choi et al., 2021).

3. The Challenge of Building and Sustaining PsyCap

It is very difficult to create and maintain PsyCap in a setting where bias still exists. Employees who believe they have restricted prospects for growth owing to partiality may run into difficulties with PsyCap. For instance, if some individuals constantly get promotions and awards, other workers may lose interest in making efforts to increase their sense of self-efficacy or optimism. The association between favouritism and PsyCap is significantly shaped by the workplace culture. An company is more likely to provide an atmosphere where workers can prosper if it aggressively combats bias, encourages justice, and supports the development of PsyCap (Warren et al., 2019).

Favouritism and Psychological Capital (PsyCap) have a complex and multidimensional interaction. By lowering an employee's sense of self-efficacy, hope, optimism, and resilience, favouritism might damage their PsyCap (Lee et al., 2022). PsyCap, in particular resilience, may provide as a protective barrier against the unfavourable consequences of favouritism, assisting

staff members in navigating the possible emotional anguish it may bring on. In order to promote employee resilience in the face of adversity at work, businesses must understand how favouritism and PsyCap interact. It takes aggressive measures to combat bias, advance fairness, and emphasise PsyCap growth in a setting where it is prevalent. This study particularly put up the following hypotheses:

H2 Favoritism has a significant negative influence on psychological capital.

2.8. Relationship between work engagement and psychological capital

A multidimensional construct called PsyCap may be connected to a number of different variables. One of the dimensions, known as hope, is that of goal pursuit, which is similar to the engagement dimension known as vigour (Saleem et al., 2022). For instance, immigrants working in this industry have some goals for which they show extremely high work engagement. Hope is not something that serves as a contributor to job engagement, but it becomes vital to have some since its absence may result in confused workers, according to the research. According to Bandura's theory, people act and make choices depending on the results they want to achieve (Abbas et al., 2022). Employees in the hospitality sector who have high PsyCap, especially optimism, may have optimistic aspirations for the future. Even when faced with problems brought on by favouritism, they believe that maintaining their level of involvement at work may result in greater job satisfaction, professional progress, and personal improvement.

PsyCap is one of the factors that determine how people are engaged at work since prior research has looked at and shown how self-efficacy both directly and indirectly influences this engagement (Saleem et al., 2022). The ability of people to identify the positive aspects of both recent and future events and relate them to performance outcomes is reflected in their optimism. Optimism may help lessen the effects of cynicism, improve dedication, and lessen the negative

effects of different pressures. The data indicates that pessimistic individuals are less optimistic, while optimism can help lessen the effects of cynicism and promote devotion (Saleem et al., 2022). A person's ability to be mentally open, take in their environment, and, as a consequence, have a greater level of involvement is facilitated by the existence of optimistic thoughts about a happy outcome in their head (Malekinezhad et al., 2020). Generally, optimism has a stronger relationship to engagement elements like commitment and immersion (Bunjak et al., 2022).

Resilience is the ability of a person to respond to sudden or major situations, according to Luthans (Pathak & Joshi, 2021). The employment demand resource model, however, equated persistence with resilience. Psychological resources serve as a storehouse for resources like perseverance for inspiration and job involvement, which reflect a person's vigour or robustness (Rabbanee et al., 2022). Resilience, according to the research, may operate as a backup or additional source that can lessen the excessively negative effects of job pressure and burnout. One's condition of resilience might be seen of as one that affects both the present and one's ability to forget about previous hardship. The relationship between resilience and work engagement is inversely correlated; if one's resilience were to rise on one side, it would aid in managing stress, job demands, and overall control. In light of this, it seems sense to claim that work engagement traits and resilience are related. The following hypotheses are developed to evaluate the PsyCap influence on work engagement since it is plausible to infer from the aforementioned logic that people who use their PsyCap would achieve high performance, leading to improved work engagement.

H3: Psychological Capital has a significant positive impact on work engagement.

2.9. Mediating role of Psychological Capital (PsyCap) between favoritism and work engagement

Favoritism, Psychological Capital (PsyCap), and work engagement interact in the changing working environment of today in a complex way that has a big impact on employee performance and well-being. The delicate mediation function of PsyCap between favoritism and job engagement is examined in this debate, which draws on prior research to show how PsyCap acts as a buffer, reducing the negative consequences of favoritism and promoting work engagement. Employee perceptions, attitudes, and coping mechanisms serve as the foundation for the methods through which PsyCap regulates the link between favoritism and job engagement (Xi et al., 2020). Employees who are not favored by management often experience sentiments of demotivation, unfairness, and animosity. PsyCap, in particular resilience, serves as a defense mechanism against these unfavorable feelings. Employees that are resilient may bounce back more rapidly from emotional hardship, keeping them motivated at work (Gong et al., 2023).

When dealing with favouritism, PsyCap components like self-efficacy and optimism help workers to use effective coping mechanisms. They could actively hunt for answers to problems, make sensible objectives, and have a good attitude even in tough work conditions. With the aid of these techniques, staff may deal with partiality more skilfully and stay engaged at work (Vu & Tran, 2021). A positive view on work and the future is fostered by PsyCap, especially hope and optimism. Positive attitudes about their jobs and a dedication to their companies are common characteristics of engaged workers. By encouraging positive attitudes and a feeling of purpose, PsyCap can buffer the link between favouritism and job engagement, enabling workers to see their work as valuable and continue to put out effort despite the difficulties that favouritism presents. Favouritism and job engagement are two concepts that are moderated by psychological capital (PsyCap), and this link is both dynamic and important. Employee levels of PsyCap may be used to reduce favouritism, which has the potential to decrease job engagement. PsyCap, which includes self-efficacy, hope, optimism, and resilience, acts as a

protective barrier against the unfavourable consequences of favouritism by promoting constructive coping mechanisms and preserving workers' zeal and dedication to their jobs. Organizations trying to comprehend and improve job engagement in the context of bias, thereby contributing to employee well-being and organisational success, must recognise the mediating function of PsyCap.

H4: Psychological capital mediating between favoritism and work engagement.

PsyCap and work engagement

According to the COR theory, people who have enough resources are better able to handle stress and are more motivated to be productive at work (Kapoor et al., 2021). In an effort to increase their resource reserves, people will also try to cultivate resource gain spirals (Wang et al., 2019). Positive psychological resources such as PsyCap may provide workers the inner power and stability they need to do their jobs (Luo et al., 2021). Employees with high PsyCap, for example, are more confident in their skills and abilities (Zhou et al., 2019). Additionally, they exhibit greater levels of job engagement because they remain upbeat about the present and the future and are less prone to get stuck in difficult situations (Zhou et al., 2019). Employees with strong psychological capital (PsyCap) exhibit high devotion and are more eager to dedicate their time to work that yields resource returns to accelerate the resource gain spiral, in addition to the previously stated objective advantages. Thus, it seems sense to infer from our research that new hires will be more engaged at work if their PsyCap is greater.

The mediating role of PsyCap

PsyCap is often regarded as a mediator in the literature between organisational context resources and results. Hernandez (2023) for instance, examine PsyCap potential mediation function in the connection between workers' development policies and their self-reported well-being. As previously mentioned, in the context of organisational socialisation, newcomers may

use orientation training to cultivate their PsyCap; conversely, individuals with high PsyCap may show high levels of engagement at work and invest in resources to increase the likelihood of obtaining potential future resources (e.g., organisational recognition, income, and job promotions). Taken together, findings point to PsyCap potential mediation function in the process of fostering and preserving new workers' engagement at work. This supports the theory put out by (Wardani & Anwar, 2019), according to which PsyCap is often seen as a mediator in the connections between work resources and results. This supports (Song et al., 2023), claim that socialising resources support the PsyCap of newcomers and help to sustain and enhance job engagement. A survey of the literature reveals that there is a dearth of empirical data about PsyCap mediating function in the aforementioned relationships. Self-efficacy, optimism, hope, and resilience make up PsyCap, which functions as a resource in and of itself. It gives people the psychological and emotional tools they need to deal with risks to resources, such favouritism.

- **Self-Efficacy:** People who have strong self-efficacy are more certain of their capacity to overcome obstacles. They are more likely to have confidence in their ability to get through the challenges and keep up their level of involvement at work when faced with the resource threat of partiality.
- **Optimism and Hope:** The optimism and hope components of PsyCap promote a hopeful view of the future and the conviction that hard work may yield fruitful results. This optimistic outlook might encourage people to continue working hard in their jobs even when there is partiality.
- **Resilience:** PsyCap builds resilience, which enables people to overcome hardship and disappointments. Resilient people are more likely to bounce back and continue to be engaged at work when confronted with the emotional difficulties caused by partiality.

1. **Favouritism as In-Group Favouritism:** Favouritism in the context of your research may be seen as an example of in-group favouritism. Preferring particular persons inside a department or organisation makes them seem like members of the in-group (Abbink & Harris, 2019). This in-group bias may stem from a number of things, such as perceived likeness, same interests, or social ties.
2. **Formation of In-Groups and Out-Groups:** Usually, favouritism results in the creation of in-groups (those who are given preference) and out-groups (those who do not receive such treatment). People classify themselves as members of the disadvantaged out-group or the preferred in-group according to how they believe they are treated in relation to others.
3. **Impact on Work Engagement:** When it comes to their level of involvement at work, those who feel like they belong to the minority may suffer repercussions. Work engagement, job satisfaction, and drive may all be negatively impacted by feelings of exclusion, unfairness, and a lack of belonging (Waller, 2020). The reason for this is because those who belong to the outgroup may find these social and emotional dynamics to be emotionally draining and demoralising.
4. **Mediating Role of PsyCap:** Psychological Capital, or PsyCap, is useful in this situation. PsyCap consists of components such as resilience, optimism, hope, and self-efficacy. Favouritism may have an impact on how workers handle the difficulties brought about by the emergence of in-groups and out-groups.
 - **Resilience:** Through resilience enhancement, PsyCap assists members of the outgroup in recovering from the detrimental emotional impacts of perceived partiality. They have more coping mechanisms for the strain and psychological difficulties brought on by isolation.

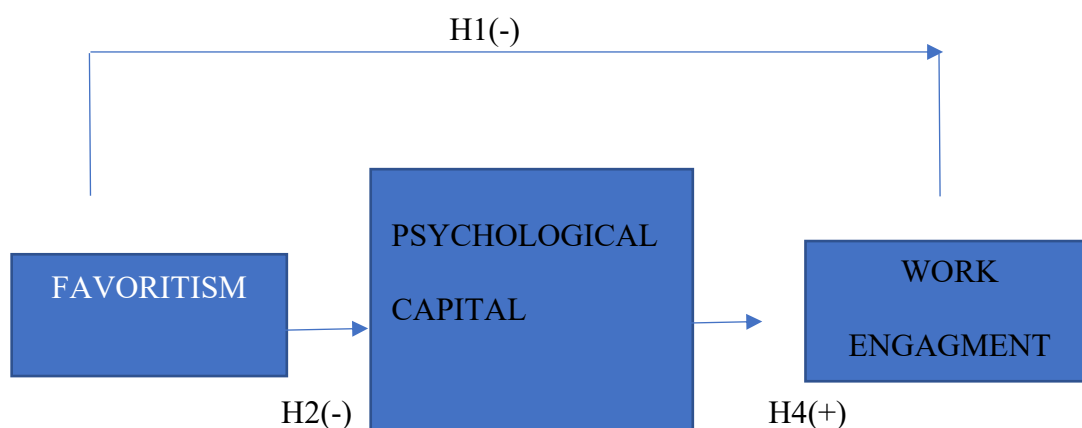
- **Self-Efficacy:** PsyCap may increase self-efficacy, enabling people to continue working hard in their jobs even in the face of apparent favouritism. A person with higher self-efficacy may feel more confident in their skills and more certain that they can still make a valuable contribution to the company.
- **Optimism and Hope:** The optimistic and hopeful elements of PsyCap encourage a positive view of the future and the conviction that efforts may produce favourable results. This may encourage workers to maintain their commitment in the face of difficulty.

According to Social Identity Theory (SIT), favouritism may cause in-groups and out-groups to emerge inside an organisation, which can have an impact on employee engagement at work. By boosting people's emotional resilience, self-efficacy, optimism, and hope, Psychological Capital (PsyCap) functions as a mediator, helping them to deal with the difficulties presented by perceived favouritism and keep their job engagement (Kozhakhmet, 2019).

2.10. Conceptual Framework

Based on the aforementioned literature, this study will suggest a conceptual model and four different hypotheses involving favoritism, psychological capital and work engagement as given below.

Conceptual model



H3(+)

H1. There is a significant relationship between favoritism and work engagement.

H2 Favoritism has a significant negative influence on psychological capital.

H3 Psychological capital mediating between favouritism and work engagement.

H4 Psychological Capital has a significant positive impact on work engagement.

Chapter # 3

Hospitality Industry in Norway

The hospitality sector, often known as the travel and tourist industry, consists of a broad variety of establishments that cater to visitors' needs for rest, refreshment, and recreation. Hotels, motels, restaurants, cafés, and bars are all part of this sector, as are similar businesses that welcome both out-of-towners and locals. The hospitality sector in Norway is vital to the country's economy since it provides vital services to visitors and generates substantial revenue for the government (The World Travel & Tourism Council, 2019).

3.1. Hospitality industry

The hospitality sector is among the biggest and most significant sectors in the global economy. It creates millions of employment directly and indirectly in the country, contributing billions of dollars to the economy and benefiting many facets of society, including the federal, state, and local governments (MICHÁLKOVÁ). The hospitality sector encompasses a wide range of service industries, such as hotels, transportation, theme parks, cruise lines, and other tourism-related industries. The global hotel sector is dealing with expansion as well as challenges. The hospitality sector is vast, multifaceted, and present in every nation on earth. It includes a variety of independent hospitality enterprises and is a part of several establishments where hospitality is not the main purpose. "Organizing, supplying, and satisfying visitors' demands for lodging, food, and drink" is the definition of hospitality as an economic activity. The hospitality sector may be classified as both a manufacturing and service sector. The production industry deals with food and drink preparation, whereas the service industry deals with lodging and serving

prepared food and beverages. The definition of hospitality is "an economic activity that is distinct from others not only in the range of business subjects it encompasses (providing food and beverages, lodging), but also in its unique features" (Ntounis et al., 2022). The hospitality industry employs unique technology, production, and service processes, as well as a distinct organizational structure, unique methods, content, and service delivery methods.

3.2. Historical Overview of the Norwegian hospitality industry

Norway's hotel business has a long and varied history. The period known as the Viking Age (8th–11th century) is where its origins may be located. The Vikings of that time were famous explorers who also had a long history of welcoming strangers into their homes. As part of their welcoming culture, they provided food and shelter to passing merchants and tourists. This rudimentary type of hospitality established its basis by stressing the value of receiving and caring for visitors (Duchamp et al., 2019). The sector has seen profound changes throughout the ages, responding to the shifting political, social, and economic climate of Norway. Notably, Norway was united with Denmark and then Sweden, both of which brought new cultural aspects and influenced the country's traditions of hospitality. These shifts affected the range of lodging options and residents' access to services, reflecting the industry's shifting dynamics and impacts.

In Norway's history of the hotel sector, the 19th century was a crucial turning point. During this time, tourism started to become a substantial economic sector. The potential for tourism as an industry was becoming more and more apparent as Norway progressed in that direction. To meet the demands of visitors and tourists, hotels had to be developed. The breathtaking natural scenery of Norway, with its well-known fjords, mountains, and Northern Lights, started to draw tourists from all over the globe. This developing tourist business made significant contributions to Norway's hospitality sector's development and economic prosperity. The 19th century created the conditions for the sector's modernization and expansion, putting it on the road to becoming a significant part of the country's economy (Kea, 2019).

3.2.1 Hospitality Sector in Stavanger

Stavanger is the fourth largest city in Norway, with approximately 126,000 inhabitants, and is located in the Rogaland County where the population is about 436,000 (SSB, 2011b, 2011c). Alongside the great agriculture and petroleum industries, tourism is one of the largest and most important industries in the region. The beautiful nature in the area attracts tourists from all over the world and is a good starting point while exploring the Norwegian Fjords.

In 2010, there were 1476 hotels in Norway, employing 26,537 people (Dokka et al. 2015). With 18.4 million visitor nights, operating income was NOK 22.1 billion (Dokka et al. 2015). In Norway, the lodging sector employed more than 27,000 people in 2013. Over 10,000 of them have a history as immigrants (Linge 2015). In an age often marked by automation and downsizing, the tourist sector in Norway is one of the few that is still adding jobs, according to the Norwegian Hospitality Association's Annual Report 2018 P (418/467).

3.3. Importance Of the Hospitality Industry in Norway

The importance of the hotel industry in Norway is extensive. It is notable that it is a significant economic driver. Travel and tourism generated 4.2 percent of all jobs in Norway in 2018 and contributed directly to around 3.1 percent of its GDP (World Travel and Tourism Council, 2019). This highlights the sector's contribution to the production of jobs and income. Additionally, it highlights Norway's natural beauty, from its fjords to the Northern Lights, drawing millions of tourists each year and enhancing the country's good reputation across the world. In addition to its economic importance, Norway's hospitality sector plays a significant role in conserving and promoting the country's rich cultural legacy, including its unique customs and cuisine (Norway, 2021).

3.4. Current Status of the Norwegian Hotel Industry

Over the last ten years, Norway's hotel business has seen consistent growth. The hotel industry made around 16.4 billion Norwegian kroner in 2019 (Ali et al., 2023). The number of people employed in the hospitality sector has also been rising, reaching over 31,000 in 2018 (Yasin & Hafeez, 2023). Tourists choose hotels over other types of lodging, and hotels also tend to be the most lucrative businesses. In 2017, there were 33.3 million commercial overnight stays, which is a record high and an increase of 1% from the year before, according to a study by Visit Norway (Constantoglou, 2020). International visitors staying in Norwegian hotels increased by 2% to 9.9 million, up 221,744 from the previous year. As of April 2020, Scandic Hotel AS has a turnover of over 4.7 billion Norwegian kroner, making it the biggest firm in Norway's hotel and other lodging sector (Ali et al., 2023). About two billion Norwegian Kroners worth of revenue were generated by Radisson Hotels Norway AS (Wang & Alon, 2020).

Hotels in Norway are businesses that charge for accommodations and provide a variety of guest services, sometimes with a constant staff presence. In the case of motels, off-street parking spaces are often offered, while food services may not always be included. Between 2016 and 2020, the Norwegian industry did, however, confront some serious difficulties. The industry's overall sales during this time decreased by a compound annual rate of change (CARC) of -13.4%, reaching \$1.7 billion in 2020 (Shafin & El Wadia, 2023). Numerous elements, such as economic turbulence and the effects of major world events like the COVID-19 epidemic, might be blamed for this fall in earnings. A CARC of -5.8 percent between 2016 and 2020 was seen in the number of establishments in the Norwegian hotel and motel sector. The nation has 877 businesses in total as of 2020 (Skrede, 2022). The industry's recent economic struggles, which resulted in closures or consolidations, may have something to do with the decline in the number of businesses.

It's important to remember that the business had been expanding before these difficulties, greatly fueled by the rising number of tourists in Norway. For instance, there was a notable increase in overnight stays in 2019, which established a new record with 35.2 million guest nights and was the sixth year in a row of growth (Kronkvist, 2021). This shows the industry's potential for recovery and future development, assuming that a number of unfavourable external variables change. Recent economic turbulence and outside events have had an influence on the Norwegian hotel and motel sector, causing a fall in both revenues and establishments. Despite this, the sector was expanding before these difficulties, helped along by a rise in tourism. The state of the world economy and the industry's capacity to adjust to changing conditions have a significant impact on its prospects for the future.



Figure 1: Norwegian hotels market source by statista.com

The number of businesses in the Norwegian restaurant sector increased somewhat between 2007 and 2017, although the domestic beverage service sector expanded overall. In Norway, the majority of dining establishments, mobile food vendors, and beverage-serving businesses employed five to nine workers on average in 2017 (Díaz-Carrión et al., 2020). The growth in restaurants was mirrored concurrently by a rise in household consumption spending in Norway. Households spent over 98 billion Norwegian kroner (or dollars) on dining out and lodging in

2018. Restaurants in Italy, Greece, and Mexico seemed to be particularly popular with customers that year (Dhungel, 2023).

Over the previous several years, Norway's restaurant and café industry has seen steady revenue growth, reaching a high of around 38 billion Norwegian kroner at the end of 2017 (Pekala, 2020). Similar trends were seen in the pub sector, where sales in 2017 were close to two billion Norwegian kroner. Employees in the restaurant and beverage service activities sector earned an average salary of over 31,000 Norwegian kroner in 2019. In particular, from 2017 to 2019, the average monthly wage for cooks fluctuated between 31,000 and 34,000 Norwegian kroner.

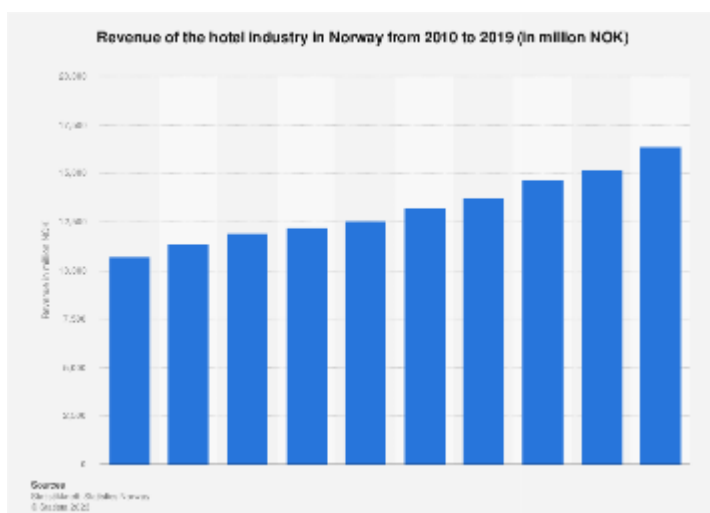


Figure 2: Revenue of Norway hotels source by statista.com

Egon restaurants stand out among Norway's well-known chain eateries. In 1984, the business's first restaurant was launched under ownership of Norrein AS. Customers order and pay for all food and beverages at the bar under the distinctive idea of Egon, which emphasises self-service to a significant degree. Egon's revenue did, however, decline by about three billion Norwegian kroner over a three-year period, reaching just under 30 billion in 2018. Moreover, Norway is home to the well-known Kaffe brenneriet coffee shop network. As of November 2019, the bulk of its outlets are situated in the nation's capital. The business was established in 1994 and had its first headquarters in Oslo. With locations in places like Frederiksted and Trondheim, Kaffe

brannerite serves customers all throughout the nation. The chain's main line of business is the selling of coffee and drinks made with coffee, with in-store options for buying coffee beans, sweets, and snacks as a complement.

3.5. Impact of the Norwegian Hotels Industry on the Economy

The World Travel & Tourism Council (WTTC) estimates that in 2020, travel and tourism in Norway contributed directly and indirectly to 4.6 percent of the nation's GDP (Ozkaya & Demirhan, 2022). In 2020, travel and tourism made up roughly 155 billion Norwegian kroner of Norway's overall GDP. However, the overall contribution of travel and tourism to Norway's GDP declined significantly over the prior year as a result of the coronavirus (COVID-19) epidemic.

The Norwegian economy benefits greatly from the hotel sector. Hotel sales totaled over 16.4 billion Norwegian kroner in 2019. The number of workers in the hospitality sector has also been rising, reaching over 31,000 in 2018. Tourists choose hotels over other types of lodging, and hotels also tend to be the most lucrative businesses.

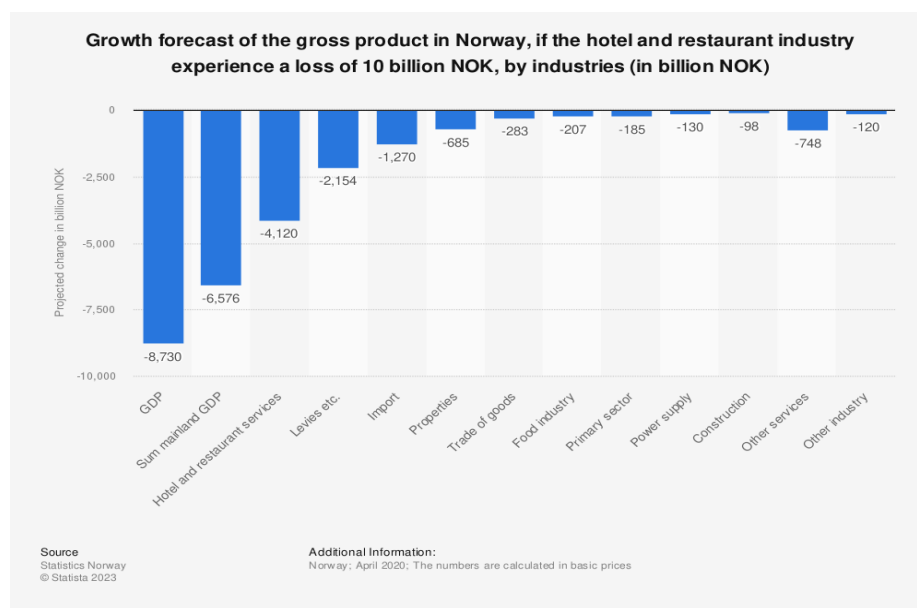


Figure 3: growth forecast of Norwegian hospitality industry

In 2017, the tourist industry employed 166,000 people, or 6.1 percent of all employment. Tourist spending in Norway rose yearly up to 2019, when it reached a high of over 194 billion kroner (Robinskaja, 2021). The items with the biggest tourist spending in Norway were air transport services, followed by lodgings and food and beverage services.

3.6. Outlook for the Norwegian Hospitality Industry 2022 - 2026

By 2026, Norwegian Accommodation Services' revenue is anticipated to be €2.4 billion, a decline of 1.2 percent annually on average from €2.2 billion in 2021 (Gong et al., 2021). The Norwegian market has declined 7% annually since 2010 on average. Ireland took first place in the rankings in 2021 with €2.2 billion, followed by France, the United Kingdom, and Spain at positions 2, 3, and 4, respectively (Rogala-Lewicki). By 2026, Norwegian accommodation spending is anticipated to be €1.81 billion, an increase of 1.6 percent from the €1.6 billion it reached in 2021 (Hjelmeland). Norway's demand has increased annually by 1.3 percent since 1980. With €1.6 billion, Greece outperformed the nation at position 12 in 2021. Germany, France, and Italy were ranked 2, 3, and 4, respectively, after Spain. The number of Norwegian Accommodation Establishments is anticipated to increase by 1.6 percent year from 2021, when it was 45,450 bed places, to 51,440 bed places by 2026. The nation's supply of beds has shrunk by 1.5 percent a year since 2000. With 45,450 beds, Serbia topped the list in 2021. France, Spain, and Germany next in at spots 2, 3, and 4, respectively.

3.7. Role of the workforce in the hotel industry

The hospitality industry's human workforce, especially front-line employees, is crucial in determining how guests are treated. The customer service provided by these workers is directly and immediately impacted. We will delve into the function of front-line employees and examine how important characteristics like Favoritism (Fav.), Work Engagement (W.E.), and

Psychological Capital (PsyCap) affect the hospitality sector as a whole in this in-depth discussion.

3.7.1. Favouritism (Fav.) and Front-line Workers:

The impression of receiving preferential treatment at work, or favouritism, may have a significant impact on front-line employees in the hospitality sector. According to (Gabriel & Aguinis, 2022), these kinds of beliefs may cause workers to believe that their jobs are unfairly done and to be less satisfied with their jobs.

Workers on the front lines who feel partiality often suffer from a variety of negative consequences:

1. **Decreased Job Satisfaction:** Front-line employees' job happiness may be negatively impacted by their sense of unfair treatment, whereby certain colleagues are given preference over others (Arici et al., 2021). They can think that the workplace is unfair and that their efforts are not appreciated enough.
2. **Lower Morale:** Employee's morale may suffer if front-line staff members feel that they are the victims of favouritism. The discouraging consequences may affect their level of participation in their work generally, resulting in a loss in motivation and excitement.
3. **Higher Turnover Intentions:** According to Arici et al. (2021), front-line employees who feel that they are victims preferential treatment are more likely to have plans to quit. The industry may experience a cascade of consequences from this desire to leave, including increased expenses for hiring and training staff as well as possible interruptions to service continuity.

Impact on Customer Service: Favouritism has a direct negative effect on customer service and may be especially bad for the entire experience of guests in the hotel sector. The

consequences of front-line employees' disengagement and demotivation as a result of perceived bias on customer service quality are evident:

1. **Subpar Service:** Front-line employees that are demotivated and disengaged are less likely to provide great customer service. They may not go above and beyond to accommodate guests' demands, or they might not have the passion necessary to provide them experiences they won't soon forget.
2. **Decreased Customer Satisfaction:** Reduced client satisfaction is the direct result of poor service. When visitors don't get the kind of service they anticipate, they are more likely to have a bad experience and may even tell others about it and post unfavourable reviews online (Chen & Tussyadiah, 2021).
3. **Reputation Impact:** The establishment's reputation may be harmed by unfavourable word of mouth and internet evaluations. The hospitality sector depends heavily on customer happiness, and bad press brought on by subpar treatment may damage the sector's brand and turn away prospective customers.

3.7.2. Work Engagement (W.E.) and Front-line Workers:

Front-line employees' performance in the hospitality sector may be greatly impacted by job engagement, which is an important component. Those that are passionate about what they do, committed to their positions, and often go above and beyond to satisfy customers are considered engaged workers.

Positive Impact on Front-line Workers:

For front-line employees, high job engagement levels bring the following advantages:

1. **Motivation and Dedication:** Front-line employees who are engaged are driven by their jobs and have a strong sense of devotion (Ghlichlee & Bayat, 2021). They are proud of their job they do since they know how important it is to make guests' stays enjoyable.
2. **Positive Attitude:** Even during difficult circumstances, engaged workers are more likely to have a pleasant mood and display positivity. An atmosphere of harmony at work may be fostered by this contagious happy attitude.
3. **Job Satisfaction:** Job satisfaction is strongly correlated with work engagement. Engaged front-line employees often report greater levels of job satisfaction because they feel their work is important and gratifying (Oh et al., 2023).

Positive Impact on Customer Service:

Customer service is immediately impacted by the beneficial effects of job engagement, which go beyond front-line employees:

1. **Superior Customer Service:** Front-line staff members who are engaged are more likely to provide excellent customer service (Simillidou et al., 2020). Their passion for providing happy guest experiences is contagious, and it shows in the high calibre of service they provide.
2. **Increased Customer Satisfaction:** The possibility that engaged employees will both meet and surpass client expectations is higher. Because of this, when front-line staff members are excited and engaged, customer satisfaction levels rise.
3. **Positive Word-of-Mouth:** Positive experiences are more likely to be spread by happy customers via word-of-mouth referrals. Positive word-of-mouth has the potential to improve the establishment's reputation and draw in additional customers.

4. **Repeat Business:** Dedicated front-line staff members are essential to creating a loyal customer base. Excellent service increases the likelihood that customers will make repeat trips to the organisation, which boosts revenue (Elgarhy, 2023).

3.7.3. Psychological Capital (PsyCap):

A person's positive psychological state, which includes essential elements like resilience, self-efficacy, hope, and optimism, is referred to as psychological capital (Luthans et al., 2007). When it comes to the hospitality sector, PsyCap has a big impact on front-line employees' attitudes and actions.

Impact on Front-line Workers: Front-line employees having high psychological capital are more likely to have the following advantageous traits:

1. **Self-Efficacy:** Psychological capital promotes self-efficacy, or confidence in one's capacity to carry out activities successfully. Higher self-efficacy among front-line employees gives them greater confidence in their capacity to deal with difficult circumstances and engage with customers (Qiu et al., 2020).
2. **Hope:** A hopeful mindset and a drive to accomplish objectives are fostered by high hope. Employees on the front lines who possess optimism are more likely to stick with their jobs and continue to focus on finding solutions when presented with obstacles (Mao et al., 2021).
3. **Optimism:** Those who are optimistic often see setbacks as isolated incidents that pass quickly rather than as a general problem. Optimistic front-line employees are better able to bounce back from setbacks and are more resilient in the face of difficulty (Prayag et al., 2020).

4. **Resilience:** Front-line employees may overcome obstacles and difficulties with greater resilience because to psychological capital. Positive attitudes and handling challenging client encounters are more suited for resilient staff members.

Impact on Customer Service: The following are some ways that psychological capital affects customer service:

1. **Positive Attitude:** Positive attitudes are more likely to be maintained by front-line employees with high PsyCap levels, even in the face of challenging client encounters (Haldorai et al., 2022). They have a "can-do" attitude and are more suited to address guests' problems in a useful way.
2. **Problem Solving:** PsyCap improves problem-solving abilities because workers who possess psychological capital often approach problems with an eye toward finding solutions (Yu et al., 2019). This skill is essential for handling visitor concerns and guaranteeing a positive client experience.
3. **Resilience in Customer Interactions:** Front-line employees with high resilience are better able to manage challenging client contacts without allowing them to impair their performance (Al-Hawari et al., 2020). Sustaining a high degree of service quality requires doing this.

Hospitality front-line staff may get alienated and demotivated if they detect favoritism. Disengagement may cause poor customer service. Disengaged employees are less likely to go above and above to fulfil visitor demands or deliver industry-standard service (Arici et al., 2021). They may lack the drive to make client interactions unforgettable. This might include apathy, poor attention to detail, and a refusal to fulfil guest demands. Poor service immediately lowers consumer satisfaction. Poor service makes guests depart with unpleasant impressions

(Arici et al., 2021). In the hotel sector, customer happiness is crucial. Unhappy customers are less likely to return and more likely to leave unfavourable reviews and word-of-mouth. Hospitality businesses may be damaged by negative web reviews and word-of-mouth. In the digital era, customers typically choose hotels and restaurants based on internet ratings and suggestions. Poor service from disengaged and demotivated front-line workers may damage a company's brand (Arici et al., 2021). A bad reputation deters customers and lowers income. Favouritism in the hotel business may lead to poor service, low client satisfaction, and reputational damage. Addressing bias and creating a fair and engaging work environment for front-line personnel is crucial to provide a pleasant visitor experience, customer satisfaction, and industry reputation.

Chapter # 4

Research Methodology

4.1. Research Methodology

This chapter provides a comprehensive overview of the researcher's chosen research methodology, including study variables, measurement scales, and data analysis methods used throughout the study process.

4.1.1. Research Philosophy

Research philosophy is a framework that explores the origins and nature of knowledge to facilitate further research in a specific field (Toyon, 2021). This study is consistent with the positivist research paradigm since it used a range of techniques for examining quantitative numerical data. By having participants to complete a self-administrative questionnaire using 5-6 or 7 point Likert scales, we will be able to collect quantitative data from them. After that, we will statistically evaluate the data by using IBM SPSS 21.0 software. The positivist worldview used in this study holds that statistical data may be utilized to measure and evaluate knowledge (Mulisa, 2022). The purpose of this study is to provide the groundwork for a future study titled Investigating the impact of Favoritism on Work Engagement in the Hospitality Industry: An Examination of Psychological Capital as a Mediating Factor. Therefore, using this method could be able to achieve the research's objectives.

4.1.2. Research Approach

According to (Thapaliya & Pathak, 2022), The deductive method is used for survey and questionnaire data, as it is objective and reproducible. A deductive approach involves testing existing theories or hypotheses, suitable when we have hypotheses based on existing theory.

4.1.3. Research Design

According to (Thabethe, 2022), The research design focuses on cost-effective data collection techniques to ensure relevance and relevance to the study's object, enabling analysis and the production of findings. Research design, according to (Siang et al., 2019), is "a master strategy to study a research topic." Researchers can conduct a quantitative research study by utilizing numerical data and statistical tools to assess the relationship between different study variables (Singh et al., 2022). This research study utilized deductive survey techniques, aligning with positivist epistemology and objectivist ontology, to gather cost-effective information from a large population for further analysis (Devlin et al., 2020).

4.1.3.1. Type of Research

Descriptive surveys gather data from a sample of the chosen population to understand and examine correlations between variables in descriptive, exploratory, and explanatory research aims (Singh, 2019). "In pursuit of our research objectives, our focus lies on the analytical unit. We have the option to conduct separate analyses at the individual, group, or pairing level, as indicated by Narita et al. (2023). This study focuses on employees in hotels and restaurants in Stavanger. Eligible participants must demonstrate their understanding of survey research and provide unbiased responses. They will be presented with research questions and play a crucial role in the investigation. Statistical analysis was conducted using SPSS 21.0.

4.1.3.4. Unit of Analysis

In order to achieve our goals, we focus on the analytical unit. Separate analyses of individuals, groups, and pairings are possible (Narita et al., 2023). This study focuses on middle-level managers, supervisors, and employees in the hospitality sector in Stavanger, Norway who have been working less than 1 year to 10 years. Respondents' understanding of survey research and

honest, impartial answers are crucial for the unit analysis. They will answer questions related to issues and assist with the investigation. IBM SPSS 21.0 was used for statistical analysis.

4.1.3.5. Time Horizon

This study was started in in January 2023. The first two months were spent in collecting primary data and preparing questionnaire and pilot testing. In second quarter of the year it was started to collect data which took longer time, study had collected all the data by September 2023 than last 2 month were spent to analyze the data, discuss the results and finish the research.

4.2.3. Participants

According to (Al-Ababneh, 2020), sampling is a research strategy that enables researchers to spread the results of any research study to the whole population of a chosen hospitality business in Norway. Sampling starts with the target population which is the employee who work in hotel and restaurant sector in Stavanger. According to (ssb.no) in the period of 2023K3 the total number of hotels and restaurant employees is 4361 and we take this population as a sample.

4.2.3.1. Population Frame

According to (Mohammad et al., 2020), the research population consists of any workers or people that a researcher plans to recommend for a study. Although the concept of involvement is, in a genuine sense, applicable to everyone, the demographic for which this research study's suggestions and conclusions are meant to be generalized consists of all workers working in Norway's hospitality industry as the target audience.

4.2.3. Sampling Strategy

It was not feasible for a researcher to gather information or survey the whole targeted research population; as a result, we had to choose a particular sample from that group that was pertinent to their field of study. The sample so obtained may be referred to as a subset or representation of the whole population that the researcher is able to evaluate (Rahman et al., 2022). McMillan (Pandey & Pandey, 2021) clarified the goal of sampling by saying that it was done to choose a subset of respondents as examples of a wider group of workers or persons from whom the researcher intended to gather particular data for a quantitative study. In general, both probability sampling and non-probability sampling are available as sampling methods (Cash et al., 2022). Judgmental sampling is utilized in this research to ensure probability. As Judgmental sampling used by researcher when study focus on specific subject and population are fixed and known with certain characteristics (Fiedler et al., 2023) in the case of this research, researcher already know the population its size and characteristics so study decided to use judgmental sampling.

4.2.4. Data collection Instrument and Validation

Data for this research was gathered using a self-administrative questionnaire. For use in the questionnaire, the original scales created for the primary data collector were modified. In order to respond to the study question " Investigating the impact of Favoritism on Work Engagement in the Hospitality Industry: An Examination of Psychological Capital as a Mediating Factor. This study used a positivist, deductive technique, allowing it to broaden the scope of this research to include all relevant project-related data (Ali, 2023). The study used secondary data sources to get its data. There are three parts to the questionnaire for this study.

- Work engagement
- Favouritism

- Psychological capital

4.2. 5. Data collection procedure

At the very beginning of data collection, we prepared a self-administrative questionnaire, before we start collecting data for this study, we did a preliminary test or pilot test in order to find the face value of our questionnaire. Primarily we shared our question to 10 people and ask them to answer it then we ask the participants how they feel about the questionnaire, how was the layout, what were the difficulties they had to face, wording and the structure of the questionnaire. This pilot test gave us an important understanding of participant's opinion about questionnaire which helped us to modify the questionnaire. After that we thought about collecting data, being part of this society since few years we already knew that collecting data will be difficult as people here quite introvert, they are not open to share their contact information. From the beginning it was intended to collect data by an online survey, but the problem was how to share survey link to the employee as they are not always willing to share phone number or email address so that questionnaire link or web address link could be sent to them via email or SMS. Having more than three years' experience in hotel and restaurant sector in Stavanger, it was realized to approach them in a different way. So, many stickers with QR code of web link were printed and shared so if anyone just scan that code, they could directly go to the questionnaire and submit their answer. After that I went to most of the hotels and restaurants in Stavanger region, I talked to the management also, I talked to my previous colleagues and friends who work in different hospitality organizations. With their permission I placed some QR code stickers in employees rest area, smoking zone, changing room, kitchen, dining place, so that whenever they look at it or when they are free and feel to answer this survey questionnaire. This process was started from March 2023 until September 2023, 245 answers were received, some of them were not complete so they were not valid to use in SPSS. After cleaning the data we got 200

complete responses which is 5% of total employee in hotel and restaurant sector in Stavanger as there are 4361 employees in 2023K3 (ssb.no). Occasionally, people were also approached face to face and were given the self-administered questionnaires to gather data (Gummer et al., 2023). Participants were originally told about the nature and goals of the study in order to guarantee their enthusiastic and motivated involvement. IBM SPSS 21.0 was used to process the collected data.

4.3. Ethical consideration

These concerns centre around ethical considerations in research, applicable to all parties involved, including researchers, participants, and sponsors. Ensuring that participants provide informed and voluntary consent without feeling pressured is crucial during data collection (Xu et al., 2020). The study prioritized ethics by respecting participants' privacy and confidentiality, avoiding disclosure of responses, using respectful language in questionnaires, and allowing withdrawal at any time. It prioritized ethical practices by safeguarding student responses and avoiding personal information collection.

Chapter # 5

Data Analysis

5.1 Introduction

The responses to the chapter's discussion of The Investigating the impact of favouritism on Work Engagement in the Hospitality Industry: An Examination of Psychological Capital as a Mediating Factor. This chapter's primary goals were to analyse, summarise, and assess the findings of the study. To evaluate the effectiveness of the study, 200 responses were used.

5.2 Response rate

The response rate is 82% as this study get response from 245 participants, from that this study get 200 usable clean data.

5.3. Descriptive analysis

In a sample of 200 hospitality employees. The descriptive statistics provide a thorough understanding of three important variables: job engagement, psychological capital, and favouritism. With a mean score of 16.8650, favouritism is regarded to be at an average level. The degree of variation from the mean is measured by the variance of 5.32999, whilst the standard deviation of 0.37689 indicates a modest degree of variability around this mean. The average level in the sample is represented by the mean score of 54.1600 for psychological capital. With a variance of 14.00375 representing the dispersion from the mean, the standard deviation of 0.99021 indicates a considerable degree of variation in psychological capital scores. The average degree of work involvement is indicated by a mean score of 33.3200. The variance of 7.46500 shows how much each score deviates from the mean, while the standard

deviation of 0.52786 indicates that there is very little variety around the mean. This statistical information is useful for interpreting and analyzing the data since it gives insight into the primary trends and variabilities of the variables.

Descriptive Statistics					
	N	Mean		Std. Deviation	Variance
	Statistic	Statistic	Std. Error	Statistic	Statistic
FAV	200	16.8650	.37689	5.32999	28.409
PSYC	200	54.1600	.99021	14.00375	196.105
WE	200	33.3200	.52786	7.46500	55.726
Valid N (listwise)	200				

Table 1: Table of descriptive statistics.

5.3. Frequency Tests

Statistics						
		Your gender?	How old are you?	Education Level?	How many years' experiences in the industry.	How long you are working in your most recent organization?
N	Valid	200	200	200	200	200
	Missing	0	0	0	0	0

Table 2: Table of overall statistics

The statistical summary table provides information regarding a sample of 200 people, including a range of demographic and professional factors. Significantly, the absence of missing data points for any of these factors indicates that the dataset is comprehensive.

1. Age

How old are you?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	24-28	32	16.0	16.0	16.0
	29-33	20	10.0	10.0	26.0
	30-34	1	.5	.5	26.5
	34-38	69	34.5	34.5	61.0
	39-33	78	39.0	39.0	100.0
	Total	200	100.0	100.0	

Table 3: Table of the age of the participants.

The frequency table provides valuable insights into the age distribution within a sample of 200 individuals. The majority of respondents fall within the "39-33" age category, with 78 respondents. The "34-38" age group has 69 respondents, followed by the "29-33" category with 20 respondents, the "24-28" category with 32 respondents, and the "30-34" age range with one. The "39-33" age group has the largest valid percent at 39%, followed by the "34-38" with 34.5%. The "24-28" group accounts for 16%, the "29-33" for 10%, and the "30-34" for 0.5% of the total sample. The cumulative percentage reaches 100%, indicating the dataset is complete and accounting for all respondents.

2. Gender

Your gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	123	61.5	61.5	61.5
	prefer not to say	35	17.5	17.5	79.0
	Woman	42	21.0	21.0	100.0
	Total	200	100.0	100.0	

Table 4: Table on gender of the participants.

The gender distribution of the respondents is shown by the survey findings. Out of the 200 participants, 123 of them—or 61.5% of the total—identified as males. Furthermore, 35 respondents (17.5%) said that they would prefer not to disclose their gender identification in order to maintain privacy. On the other hand, 42 individuals (21.0%) claimed to be women. The total cumulative percentage is at 100%.

3. Education.

Education Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 years college degree	76	38.0	38.0	38.0
	Bachelor	10	5.0	5.0	43.0
	High level school	106	53.0	53.0	96.0
	Masters	8	4.0	4.0	100.0
	Total	200	100.0	100.0	

Table 5: Table of the participant's level of education.

A variety of academic results are shown by looking at the level of education statistics for 200 people. The group has a solid foundation in general education, as seen by the fact that the majority, or 53% of the total, have finished their high school education (106 persons). After this, 38 percent (76 people) have two-year college degrees, indicating a strong desire to continue their education, although for a shorter period of time than a bachelor's degree. Among the other categories, the proportion of people with bachelor's degrees is much higher, at 5% (10 persons). Finally, the smallest group is made up of 8 people (4%), who have master's degrees. It is 100.0% overall, cumulatively.

4. Experience

How many years of experience in the industry.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 Years	157	78.5	78.5	78.5
	6-10 Years	24	12.0	12.0	90.5
	Under 1 Year	19	9.5	9.5	100.0
	Total	200	100.0	100.0	

Table 6: Table of participant's experience.

The frequency table provides a professional overview of industry experience distribution among 200 individuals. The majority of respondents have 1-5 years of experience, with 157 respondents in this category. A smaller subset has 6-10 years, and 19 have under 1 year. The majority of respondents have 78.5% of valid experience, 12.0% have 6-10 years, and 9.5% have

under 1 year. The dataset's cumulative percentage covers all respondents, reaching 100.0%, confirming its integrity and completeness.

5. Organization

How long you are working in your most recent organization?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 - 4 Years	144	72.0	72.0	72.0
	6 Months - 1 Year	32	16.0	16.0	88.0
	Less than 6 months	24	12.0	12.0	100.0
	Total	200	100.0	100.0	

Table7: Table of participant's work organization.

The frequency table shows that 144 respondents have a tenure of 2 - 4 years in their current organization, with 32 reporting 6 months - 1 year and 24 less than 6 months. The largest segment is "2 - 4 Years" at 72.0%, followed by "6 Months - 1 Year" at 16.0% and "Less than 6 months" at 12.0%. The dataset's cumulative percentage, which tracks the total valid percentages, reaches 100.0%, confirming its completeness and reliability. The data is comprehensive and reliable, indicating the data's comprehensiveness.

5.4. Correlation analysis

Descriptive Statistics			
	Mean	Std. Deviation	N
FAV	16.8650	5.32999	200
PSYC	54.1600	14.00375	200
WE	33.3200	7.46500	200

	Favouritism	Psychological capital	Work engagement
Favouritism	1		
Psychological capital	.552**	1	
Work engagement	-.446**	-.635	1

Table 8: table of the correlation analysis

The above correlation table shows the relationships among three critical variables, namely work engagement, psychological capital, and favouritism. Insights regarding the strength and direction of the associations between these variables are provided by each correlation coefficient. To begin with, a positive correlation of 0.552 exists between favouritism and psychological capital. This finding indicates that there is a positive correlation between the perception of favouritism in the workplace and psychological capital, which includes attributes such as self-efficacy, resilience, and optimism.

On the other hand, a negative correlation of -0.446 exists between favouritism and work engagement. This suggests that there is a negative correlation between work engagement and the perception of favouritism. Furthermore, an effective negative correlation of -0.635 exists

between psychological capital and work engagement. This finding suggests there is a positive correlation between psychological capital and work engagement among individuals.

5.5. Regression analysis

Direct path	Coefficient Beta	SE	T	P
Fav → WE	-.446	6.69687	-7.019	.000
WE → PsyCap	.156	11.70684	9.314	.000
PsyCap → Fav	.552	11.70684	9.314	.000

Table 9: Table of the regression analysis

The presented regression analysis aims to assess the relationships between favoritism (Fav), work engagement (WE), and psychological capital (PsyCap) in a comprehensive model. Here are the interpretations in a professional context:

1. H1: The analysis supports H1, indicating a significant negative relationship between favoritism and work engagement ($\beta = -0.446$, $p < 0.001$). This suggests that as perceptions of favoritism increase, work engagement tends to decrease, aligning with the hypothesis.
2. H2: Contrary to H2, the path from work engagement (WE) to psychological capital (PsyCap) shows a positive relationship ($\beta = 0.156$, $p < 0.001$). This implies that favoritism may not directly have a negative influence on psychological capital, warranting further investigation.
3. H4: Similarly, in contrast to H4, the path from psychological capital (PsyCap) to favoritism (Fav) reveals a positive relationship ($\beta = 0.552$, $p < 0.001$). This suggests that psychological capital may not directly enhance work engagement, challenging the initial hypothesis.

5.6. Reliability Analysis

<i>Variable</i>	<i>Cronbach's alpha</i>	<i>No of items</i>
Favouritism	.715	8
Work engagement	.746	8
Psychological capital	.857	24

One way to evaluate the internal consistency of the constructs being studied in research is to use Cronbach's Alpha measure of reliability. Hair et al. (2013) state that a Cronbach's Alpha value greater than 0.70 is typically recognized as the cutoff point for construct dependability. Assessing the acquired Alpha values for every construct in our investigation is crucial in this regard. With an Alpha value of just 0.715, the Favouritism construct has a little low value. There appears to be poor correlation between the elements on the Favouritism scale, the Work Engagement construct, on the other hand, has a moderate Alpha value of 0.746. It implies that there is some inter-item correlation among the items on this scale, even though it falls short of the 0.70 criterion; still, reliability may be improved. The Psychological Capital construct, on the other hand, has great dependability, outperforming the 0.70 benchmark with an Alpha value of 0.857. As a result, the scale's reliability as a gauge of psychological capital is supported by the indication that its items have strong internal consistency.

5.7. Mediation analysis

The total effect of favouritism and work engagement					
Effect	SE	t	p	LLCI	ULCI
-.6252	.0891	-7.0192	.000	-.8008	-.4495
The direct effect of favouritism and work engagement					
Effect	SE	t	p	LLCI	ULCI
-.1927	.914	-2.1092	.0362	-.3730	-.0125
The Indirect Effect of Psychological capital					
Effect	Boot SE	Boot LLCI	Boot ULCI		
-.4324	.0528	-.5322	-.3263		

Table 10: Table of the mediation analysis

The mediation study sheds light on the connections between psychological capital, job engagement, and favouritism. H3, which asserts that "Psychological capital mediates between favouritism and job engagement," is supported by the results of the mediation study.

1. Total Effect: Favouritism and work engagement together have a -0.6252 ($p < 0.001$) overall effect on the result. The overall impact of the direct and indirect channels via psychological capital is represented by this total effect.
2. Direct Effect: After taking psychological capital into consideration, the direct relationship between favouritism and job engagement is -0.1927 ($p = 0.0362$). The part of the link between favouritism and job engagement that is not mediated by psychological capital is captured by this direct impact.

3. The significant level of the indirect impact of psychological capital is shown by its value of -0.4324 (bootstrapped SE = 0.0528). This suggests that psychological capital plays a role in mediating the relationship between job engagement and favouritism.

The relationship between favouritism and job engagement is mediated by psychological capital, as the mediation analysis supports H3. In the context of the research, it offers an explanation for a part of the impact of favouritism on job engagement.

5.8. Summary of the hypothesis

<u>Hypothesis</u>	<u>Statements</u>	<u>Results</u>
H1	There is a significant relationship between favoritism and work engagement.	Accepted
H2	Favoritism has a significant negative influence on psychological capital.	Accepted
H3	Psychological capital mediating between favoritism and work engagement.	Accepted
H4	Psychological Capital has a significant positive impact on work engagement.	Accepted

Chapter 6

Discussion

6.1. Discussion

The study "Investigating the Impact of Favouritism on Work Engagement in the Hospitality Industry: An Examination of Psychological Capital as a Mediating Factor," which was done in Stavanger, Norway, looks at how favouritism affects work engagement in the hospitality industry in a complex way. It focuses on the role of psychological capital as a mediator (PsyCap). The study's results, which come from in-depth statistical analyses, give us useful information about how relationships work at workplace and how they affect employee happiness and engagement.

In the study, Tables 1–3 show the descriptive statistics and demographics of the participants. These help us understand what kind of people were in the sample. The group of participants, who come from different areas of the Stavanger hospitality sector, is a good representation of the whole group for testing the study's hypotheses. Table 8 shows the correlation analysis, which is very important for figuring out how the three main variables in the study—work engagement, psychological capital, and favoritism—are connected. Correlation analysis is the first step in learning more about these relationships and how strong they are. It sets the stage for more in-depth analyses.

The regression analysis in Table 9 is very important for testing the study's hypotheses. The regression analysis looks at how favouritism, work engagement, and psychological capital are directly linked to each other. This analysis is necessary to know how these factors affect each

other in the Stavanger hospitality industry and how they connect with each other. The regression analysis looked at how favouritism, work engagement, and PsyCap are connected. It supported Hypothesis 1 (H1), showing a strong negative link between favouritism and engagement at work ($\beta = -0.446$, $p < 0.001$). This means that when people think their manager or supervisor is doing favouritism to them, they are less likely to be engaged at work.

The results showed that work engagement and PsyCap were positively related, which was different from Hypothesis 2 (H2). This means that favouritism may not directly have a negative effect on PsyCap. This result was unexpected and calls for more research. Also, the fact that PsyCap is positively related to favouritism ($\beta = 0.552$, $p < 0.001$) goes against the original hypothesis (H4), which said PsyCap would directly make people more engaged at work.

The mediation analysis results are shown in Table 10. This analysis is very important to the study because it tests the idea that psychological capital acts as a bridge between favouritism and work engagement. This mediation analysis is very important for understanding how these variables interact with each other and for finding out how favouritism affects engagement at work. The mediation analysis was very helpful in understanding how the study's main variables interacted with each other. It backed up Hypothesis 3 (H3), which said that PsyCap acts as a go-between for favouritism and work engagement. It was important to note that favouritism and work engagement had a negative overall effect on the outcome (-0.6252 , $p < 0.001$). This effect has both direct and indirect effects through PsyCap. Even when PsyCap was taken into account, there was still a negative direct relationship between favouritism and work engagement (-0.1927 , $p = 0.0362$). This suggests that PsyCap plays a part in how favouritism affects job engagement. The fact that PsyCap has a significant indirect effect (-0.4324 , bootstrapped SE = 0.0528) further supports its role in mediating the link between job engagement and favouritism.

An important finding may be made from the summary of hypothesis' outcomes. First, there was evidence to support the premise that there was a direct link between favouritism and work engagement. (Hotho et al., 2020) also find similar as favoritism is a unethical practice with a range of side effects such as low employee satisfaction, corruption, less productivity and increase stress. Also (Dagli & Akyol, 2019) find that employee have lower organizational commitment also favoritism negatively impact engagement and productivity in work place. And our study also found similar things. It was decided to embrace the second theory, which claimed favoritism has a significant negative influence on psychological capital. This acknowledgement highlights the harm that perceived favouritism does to employees' psychological resources, which makes it significant. (Nolzen, 2018) that found that practicing favoritism in the workplace negatively affects PsyCap and performance of employees. (Prasath et al., 2022) that found that perceived parental favoritism negatively affects PsyCap and well-being. Sutor et al. (Cao et al., 2022) that found that perceived maternal favoritism negatively affects PsyCap and self-esteem. (Darvishmotevali & Ali, 2020) Also suggest that PsyCap' s crucial role in the hospitality industry's workplace was highlighted by the acceptance of the third hypothesis, which suggested that PsyCap acts as a mediator between favouritism and job engagement. According to our very best knowledge there are almost no or handful research has been conducted on Psychological capital act as mediating between favouritism and work engagement, so we could not find any supportive reference that anyone else find the same result. The acceptance of Hypothesis 4, which states that PsyCap has a considerable and beneficial influence on job engagement, highlights the significance of promoting PsyCap in the workplace. Many other study also found similar findings, (Karatepe & Karadas, 2015) also found psychological capital has a very high significant impact on work engagement, (Rozkwitalska et al., 2022) also state that those employee with high psychological capital are engaged at their work in an elevated level also they mentioned that employees with high

psychological capital are more engaged and motivate to work beyond their job description(Soni & Rastogi, 2019) so based on other studies it is proved that psychological capital have a certificate positive impact on what engagement

The study's results from the hospitality sector in Stavanger, in conclusion, provide a sophisticated knowledge of how favouritism affects job engagement and PsyCap' s mediating function in this connection. The study offers significant perspectives for policymakers and industry practitioners, highlighting the need for tactics that reduce partiality and cultivate a favorable psychological atmosphere to augment employee engagement. The study's surprising conclusions provide opportunities for further investigation and useful treatments in the hotel industry. These include the intricate link between partiality, PsyCap, and job engagement.

6.2. Implications

6.2.1. Practical Implications

The findings suggest that management of hospitality sector of Stavanger may consider this finding as we found practicing favoritism and their negative influence, and establish a more equitable workplace, this entails putting in place clear, merit-based processes for incentives and promotions. It's also essential to develop PsyCap-enhancing tactics for staff members. To develop resilience, optimism, and self-efficacy, this might include formal training courses, seminars, or mentorship programs. It is important to teach managers and supervisors to spot partiality and steer clear of it. To improve their comprehension of how bias affects worker engagement and the organization's general health, educational initiatives might be created. Training in identifying and avoiding partiality is necessary for managers and supervisors. To improve their comprehension of the ways in which bias affects employee engagement and the general well-being of the company, educational initiatives might be created. The study

emphasizes how crucial it is to foster an equal and inclusive workplace atmosphere. The detrimental impacts of favouritism may be offset by initiatives to advance diversity and inclusiveness, which will increase work satisfaction and staff retention.

6.2.2. Theoretical Implications

With its actual data from the Stavanger hospitality sector, the research adds to the body of knowledge already available on partiality, PsyCap, and job engagement. Enhancing theoretical models in organizational behavior, it broadens our knowledge of how bias affects job engagement and the moderating function of PsyCap. The findings further showed the discussion on favouritism by emphasizing how common it is and how it affects the hospitality sector. It disproves the idea that favouritism is a positive part of company culture by highlighting the detrimental consequences it has on worker engagement. The research provides fresh insights into the variables influencing employee engagement by illuminating the complex link between partiality, PsyCap, and job engagement. This may force organizational researchers to reconsider how they define and quantify employee engagement.

Chapter # 7

Conclusion

7.1. Conclusion

A detailed study of the complex relationship between favouritism and work engagement in the hospitality industry is presented. The aim of this study is to examine the effects of favouritism in the hospitality industry on employee work engagement. The primary objective of this study is to gain a comprehensive understanding of the underlying mechanisms that contribute to the observed impact. The business is rapidly evolving due to changing environmental conditions and increasing customer mobility, which forms the backdrop for our study. This important industry for the global economy encompasses a variety of sectors including travel, accommodation, food & beverage, and events. The study explores the complicated dynamics of favouritism in this environment, as well as its impact on workers and the potential benefits that PsyCap could have.

The research has revealed favouritism as a widespread concern within the hospitality industry. This phenomenon encompasses preferential treatment derived from personal connections, prejudices, or nepotism, which results in unequal and often unlawful actions inside institutions. This problem presents itself in a number of ways, including unequal promotions, restricted access to more favorable work schedules or possibilities for professional growth, and inequitable allocation of resources. The above preferential treatment may significantly impact the morale, motivation, and general welfare of employees. Due to bias, the research underlines the loss of employee involvement. Employees who hold the perception that they are not being granted preferential treatment exhibit reduced levels of job engagement, which subsequently results in emotions such as frustration, demotivation, and a compromised sense of

accomplishment. As a consequence, service quality is adversely affected, potentially compromising the reputation of hospitality facilities as a whole.

In contrast, work engagement is seen as a positive and motivating state for employees, marked by energy, devotion, and immersion in their work. Engaged employees show that they enjoy their work, can handle problems, and are fully focused on their work activities. Not only is this engagement about job satisfaction, but it also involves a deeper commitment to the success of the organization, almost to the point of giving up one's own welfare. (Karatepe & Karadas, 2015) mentioned that when employees are engaged, they tend to see their jobs in a positive light, which is good for organizational citizenship and overall performance (Rozkwitalska et al., 2022). Within this research, PsyCap becomes an important idea. This concept is known to have positive effects on personal resources and performance at work (Soni & Rastogi, 2019). It includes things like self-efficacy, optimism, hope, and resilience. PsyCap is needed to handle problems in both personal and professional life, and in this study, it is very important for balancing out the effects of favouritism on work engagement.

The research findings have shown that favoritism is a widespread problem in the hospitality industry. This phenomenon involves preferential treatment derived from personal relationships, prejudice or nepotism, leading to unequal and often unlawful actions within establishments. This problem manifests itself in various ways, such as unequal promotions, limited access to more favorable working hours or opportunities for professional development, and unequal distribution of resources. The above-mentioned preferential treatment can have a significant impact on employee morale, motivation, and general well-being. Due to bias, research highlights the loss of employee engagement. Employees who feel that they are not receiving preferential treatment show lower levels of engagement at work, resulting in emotions such as frustration, demotivation, and a diminished sense of fulfilment. As a result, service quality is compromised, which can jeopardize the reputation of the entire hospitality industry. Partiality

can also disrupt team dynamics and lead to interpersonal tensions and a poor workplace atmosphere. It also places a social and psychological burden on employees, which can lead to increased staff turnover.

The study also examines how work engagement and PsyCap are related. It was found that PsyCap has a major influence on work engagement through its various dimensions. For example, the parts of PsyCap that deal with hope and optimism are closely linked to the parts of work engagement that deal with vigor and commitment. Another part of PsyCap is resilience, which has been shown to mitigate the negative effects of work stress and burnout, helping to keep people engaged at work. A key finding of this study is that PsyCap acts as a bridge between favouritism and work engagement. As a moderating factor, PsyCap mitigates the negative effects of favouritism on work engagement. It helps employees deal with the issues that arise from favouritism, maintain a positive attitude towards their work, and stay engaged and motivated. Companies need to understand this mediating role because it helps to improve employee satisfaction and company success when favouritism occurs.

7.2. Recommendations And Future Research

The research conducted in Stavanger, Norway examined the impact of favouritism on employee engagement within the hospitality sector, while also exploring the significance of psychological capital (PsyCap) in this context. This resource provides valuable information for individuals employed in the industrial sector as well as for those engaged in prospective research endeavours. The study's conclusions yield several suggestions and areas for future research.

7.2.1. Recommendations for the Hospitality Industry:

1. Mitigating Favouritism: The hospitality organization in Stavanger and other entities within the hospitality industry should devise strategies to diminish the prevalence of favouritism, as it detrimentally impacts employee engagement within the workplace.

This involves establishing objective and transparent criteria for opportunities, prizes, and promotions. Supervisors and managers who actively engage in awareness and training programmes have the potential to recognise and avoid engaging in favouritism.

2. **Enhancing Psychological Capital:** It is imperative for organisations to allocate resources towards the psychological well-being of their employees, as Psychological Capital (PsyCap) plays a crucial role in moderating the relationship between favouritism and job engagement. This may encompass the provision of conducive work environments that facilitate individual growth, including educational programmes that prioritise the enhancement of resilience, optimism, and self-efficacy.

3. **The establishment of systematic observation and assessment mechanisms** is of utmost importance in order to evaluate the extent of favouritism and its impact on the psychological well-being of employees. Surveys, feedback sessions, and other assessment instruments might potentially facilitate the identification of problems and the evaluation of treatment efficacy.

4. **Promoting an Inclusive Culture:** The adverse effects of bias can be alleviated by cultivating a work environment that values diversity and fosters inclusivity, ensuring that every individual is treated with dignity and respect. Potential initiatives that could be implemented to promote inclusivity and diversity within an organisation encompass inclusive leadership development, mentoring programmes, and diversity training.

Employee Support and Well-Being: The provision of robust support networks, encompassing counselling services, career development programmes, and mental health resources, has the potential to assist employees in navigating the challenges associated with favouritism. This, in turn, can contribute to the maintenance of their motivation and engagement within the workplace.

7.2.2. Directions for Future Research:

1. **Cross-Cultural Research:** More studies should examine the ways in which various cultural settings influence favouritism and its effects on PsyCap and job engagement. More comprehensive insights into these processes may be obtained by conducting comparative research across other nations, including Norway.
2. **Research with a Longitudinal Design:** Studies using a longitudinal design may provide more comprehensive understanding of the ways in which favouritism affects psychological capital and professional engagement over time. Research of this kind may be useful in determining the long-term effects of partiality and the viability of PsyCap therapies.
3. **Studies that are Sector-Specific:** Extending the study to other service industry sectors and beyond might assist in identifying if the results are industry-specific or have wider relevance.

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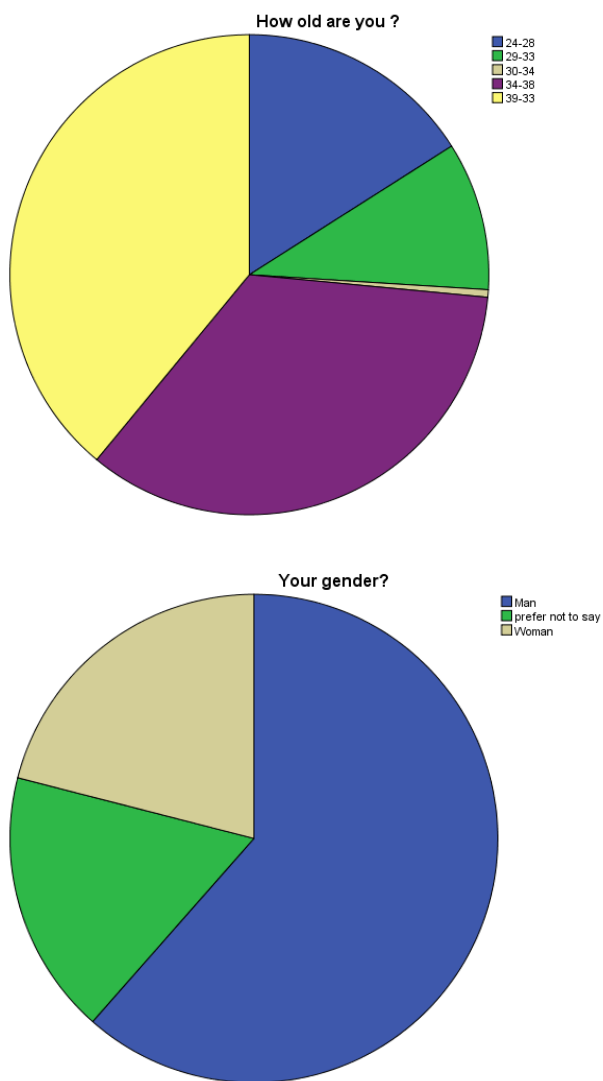
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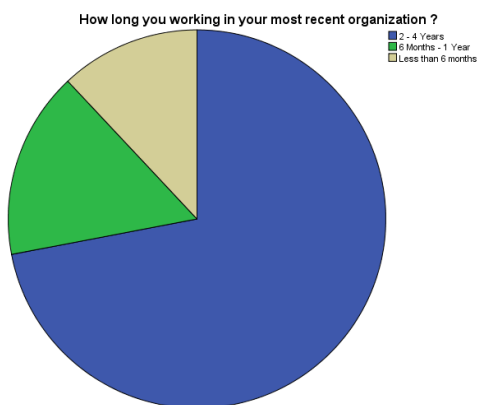
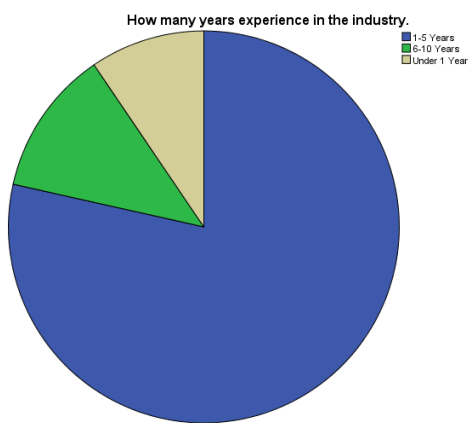
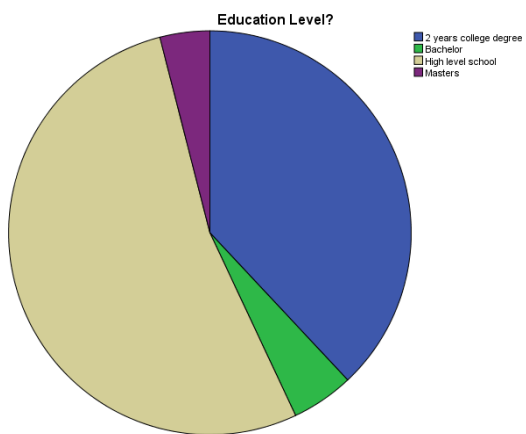
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Appendix

Pie charts of demographic survey

Pie Chart





SPPS results**Your gender?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Man	123	61.5	61.5	61.5
prefer not to say	35	17.5	17.5	79.0
Woman	42	21.0	21.0	100.0
Total	200	100.0	100.0	

How many years experience in the industry.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5 Years	157	78.5	78.5	78.5
6-10 Years	24	12.0	12.0	90.5
Under 1 Year	19	9.5	9.5	100.0
Total	200	100.0	100.0	

How long you working in your most recent organization ?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2 - 4 Years	144	72.0	72.0	72.0
6 Months - 1 Year	32	16.0	16.0	88.0
Less than 6 months	24	12.0	12.0	100.0
Total	200	100.0	100.0	

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.857	24

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	200	100.0
	Excluded^a	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.857	24

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	200	100.0
	Excluded^a	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.746	8

Descriptive Statistics

	Mean	Std. Deviation	N
FAV	18.8650	5.32999	200
PSYC	54.1600	14.00375	200
WE	33.3200	7.46500	200

Correlations

		FAV	PSYC	WE
FAV	Pearson Correlation	1	.552**	-.446**
	Sig. (2-tailed)		.000	.000
	N	200	200	200
PSYC	Pearson Correlation	.552**	1	-.635**
	Sig. (2-tailed)	.000		.000
	N	200	200	200
WE	Pearson Correlation	-.446**	-.635**	1
	Sig. (2-tailed)	.000	.000	
	N	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	FAV ^b	.	Enter

- a. Dependent Variable: PSYC
 b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.552 ^a	.305	.301	11.70684

- a. Predictors: (Constant), FAV

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11888.949	1	11888.949	86.749	.000 ^b
	Residual	27135.931	198	137.050		
	Total	39024.880	199			

- a. Dependent Variable: PSYC
 b. Predictors: (Constant), FAV

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.703	2.753		10.788	.000
	FAV	1.450	.158	.552	9.314	.000

- a. Dependent Variable: PSYC

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	PSYC ^b	.	Enter

a. Dependent Variable: WE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.635 ^a	.404	.401	5.77919

a. Predictors: (Constant), PSYC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4476.514	1	4476.514	134.031	.000 ^b
	Residual	6613.006	198	33.399		
	Total	11089.520	199			

a. Dependent Variable: WE

b. Predictors: (Constant), PSYC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	51.663	1.636		31.574	.000
	PSYC	-.339	.029	-.635	-11.577	.000

a. Dependent Variable: WE

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	FAV ^b	.	Enter

a. Dependent Variable: WE

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446 ^a	.199	.195	6.69687

a. Predictors: (Constant), FAV

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2209.608	1	2209.608	49.269	.000 ^b
	Residual	8879.912	198	44.848		
	Total	11089.520	199			

a. Dependent Variable: WE

b. Predictors: (Constant), FAV

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43.864	1.575		27.850	.000
	FAV	-.625	.089	-.446	-7.019	.000

a. Dependent Variable: WE

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	200	100.0
	Excluded^a	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.715	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FAV1	14.79	18.361	.734	.602
2	14.37	20.526	.485	.669
3	14.87	24.415	.258	.716
4	14.43	20.266	.471	.673
5	14.32	21.885	.366	.699
6	14.79	26.340	.131	.733
7	14.86	22.975	.527	.669
8	15.64	26.312	.374	.706

Scale: ALL VARIABLES**Case Processing Summary**

		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.746	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Statement 125	29.71	42.629	.465	.714
Statement 126	29.68	44.309	.591	.688
Statement 127	27.99	40.030	.587	.688
Statement 128	29.78	47.177	.493	.717
Statement 130	28.02	38.030	.629	.677
Statement 131	28.71	41.262	.562	.694
Statement 132	28.95	51.399	.083	.783
Statement 129	30.41	48.895	.215	.759

Survey Questionnaire

12/1/23, 1:27 AM

Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.



Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.

As a part of my research at the University of Stavanger. I am conducting a survey that Investigating the Impact of Favouritism on Work Engagement in the Hospitality Industry: An Examination of Psychological Capital as a Mediating Factor. Your participation will be highly appreciated. Your identity will remain anonymous and all the information obtained in connection with this study will remain completely confidential. This survey will take 7 to 8 minutes to complete.

Thank you for your support.

Favouritism

By answering this section you will help this study to understand the existence of Favouritism in hospitality industry in Nordic settings.

1. Employees at this hotel/restaurant always feel that they need someone they know or a friend in a high-level position

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Managers at this hotel/restaurant are uncomfortable with the presence of those employees with close personal ties to high-level executives.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Employees who were appointed only because of friends or connections have negative influence at the hotel/restaurant.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12/1/23, 1:27 AM

Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.

4. I am always careful when speaking to my colleagues about hotel's/restaurant's top managers

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. I am always careful when speaking to friends or acquaintances of hotel's/restaurant's top managers

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Friends and acquaintances of the hotel's/restaurant's top managers are frustrated by the fact that they never really know if they were appointed based on merit or personal reasons

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. A friend or acquaintance of top managers at the hotel's/restaurant's can never meet the expectation of other employees if he/she appointed in the hotel

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Hotels/Restaurants permitting employment of top managers' friends and acquaintance have a difficult time firing or demoting them if they prove inadequate

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12/1/23, 1:27 AM

Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.

Psychological Capital

This section is to understand your psychological engagement and attitude towards workplace.

9. I feel confident analysing a long-term problem to find a solution

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. I feel confident in presenting my work area in meetings with management

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. I feel confident contributing to discussions about my hotel's strategy

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. I feel confident helping to set targets/goals in my work area

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. I feel confident contacting people outside my hotel (e.g., customers) to discuss problems

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. I feel confident presenting information to a group of colleagues

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12/1/23, 1:27 AM

Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.

15. If I should find myself in a jam at work, I could think of many ways to get out of it

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. At the present time, I am energetically pursuing my work goals

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. There are lots of ways around any problem

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Right now I see myself as being pretty successful at work

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. I can think of many ways to reach my current work goals

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. At this time, I am meeting the work goals that I have set for myself

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12/1/23, 1:27 AM

Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.

21. When I have a setback at work, I have trouble recovering from it, moving on.

	Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. I usually manage difficulties one way or another at work

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. I can be "on my own," so to speak, at work if I have to.

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. I usually take stressful things at work in stride

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. I can get through difficult times at work because I've experienced difficulty before.

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. I feel I can handle many things at a time at this job.

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.

27. When things are uncertain for me at work, I usually expect the best

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. If something can go wrong for me work-wise, it will.

	Strongly agree	Disagree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. I always look on the bright side of things regarding my job.

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. I'm optimistic about what will happen to me in the future as it pertains to work

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. In this job, things never work out the way I want them to.

	Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. I approach this job as if "every cloud has a silver lining"

	Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12/1/23, 1:27 AM

Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.

Work engagement

By answering this section you will help this study to understand your work engagement.

33. At my work, I feel like I am bursting with energy

	Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. When I get up in the morning, I feel like going to work

	Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. I am enthusiastic about my job

	Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. My job inspires me

	Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. I am proud of the work I do

	Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. I feel happy when I am working intensely

	Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12/1/23, 1:27 AM

Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.

39. I am immersed in my work

	Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

40. I get carried away when I am working

	Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
Statement 1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12/1/23, 1:27 AM

Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.

Demographic Question

41. Your gender?

- Man
- Woman
- Non-binary
- Prefer not to say

42. How old are you ?

- Under 18
- 19-23
- 24-28
- 29-33
- 34-38
- 39-43
- 44 Over

43. Education Level?

- High School
- 2 Years College Degree
- Bachelor
- Masters
- Doctoral

12/1/23, 1:27 AM

Survey questionnaire- School of Hotel Management, Universitetet i Stavanger.

44. How many years experience in the industry.

- Under 1 Year
- 1-5 Years
- 6-10 Years
- Over 10 Years

45. How long you working in your most recent organization ?

- Less than 6 months
- 6 Months - 1 Year
- 2 - 4 Years
- 5-7 Years
- 8-10 Years
- Over 10 Years.

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