

**The Impact of Illegitimate Tasks on Employees Turnover  
Intentions: The Parallel Mediating Role of Job Insecurity and  
Appreciation**



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A thesis submitted to the National University of Sciences and Technology, Islamabad,

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Master of Science in  
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Supervisor: Dr. Muhammed Zeeshan Mirza

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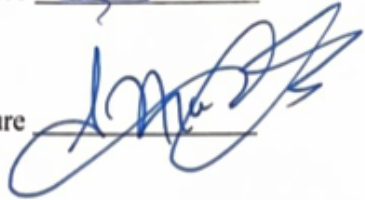
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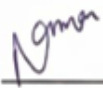
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
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*Dedicated to you baba*



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## ABSTRACT

High turnover remains a critical issue in the hospitality industry. Consequently, the remaining employees are burdened with additional tasks they deem unnecessary or unreasonable. Those tasks are characterized as illegitimate tasks (IT) as it has previously captured scholars' attention due to their various destructive consequences. Drawing upon the cognitive appraisal theory of emotion and the stress as offense to self-theory, the study aims to investigate the influence of service climate on IT and through the parallel mediating effect of qualitative job insecurity (JI) and appreciation. Moreover, to address the possible intervening mechanism linking IT and turnover intention (TI). Specifically, the mediating role of JI and appreciation between IT on turnover intention. To consider the sequential mediation from service climate to TI through appreciation and JI. Lastly, to investigate the moderation effect of supervisor bottom-line mentality (SBLM) between IT and JI and appreciation. The data was collected within a time lag of three weeks from hotels in Pakistan through a purposive sampling technique, with a sample of 206 employees. Findings reveal service climate has a positive impact on IT and a double positive mediation effect between service climate and JI and appreciation. Moreover, the mediation of appreciation and JI between IT and TI is rejected. Similarly, both sequential mediations are rejected. Lastly, SBLM strengthens the relationship between IT and both appreciation and JI. Organizations might not be aware that they are imposing tasks that employees consider illegitimate, which results in conflicting emotional responses as those tasks can negatively impact one's personal esteem while satisfying one's social esteem.

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## **LIST OF ACRONYMS**

The Stress as Offence to Self (SOS)

Supervisor bottom-line mentality (SBLM)

Job Insecurity (JI)

Illegitimate tasks (IT)

Appreciation (AP)

Turnover Intention (TI)

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# Chapter 1. INTRODUCTION

## 1.1 INTRODUCTION

The hospitality industry continues to struggle to retain its employees for surprising reasons other than the aftermath of the Covid-19 pandemic as previously assumed (Jeavons, 2023). Workplaces and the way employees and organizations interact are undergoing major transformative changes described as the ‘perfect storm’ of disruption (King et al., 2021, p. 5). These changes are caused by the rapid growth of the service and experience economies (Krayewski, 2023), globalization, technological advancement, and the growth of the gig economy (King et al., 2021). Employees careers are also noticeably going through major changes due to the emergence of career orientation where employees are frequently changing jobs and frequently engaging in multiple job roles or even gigs (Veen et al., 2020). On the other hand, the hospitality industry suffers from a poor reputation due to various factors including being frequently precarious or uncertain (Robinson et al., 2019), relatively low pay and lack of perceived social support, exploitive and downgrading, and emotionally demanding (Baum, 2019).

Consequently, the high turnover rate have led to humongous losses for organizations around the world, especially as employees play a vital role in the success of service industries. Organizations suffering from labour shortages have led to burdening their existing employees with extra tasks (Zhao et al., 2023a). Those tasks are usually viewed by the employees as either beneath them due to falling outside of their usual skills/abilities or simply because those tasks do not provide any additional value. Hence, the tasks become illegitimate when employees perceive those tasks as inappropriate for them to perform (Zhao, Lam, et al., 2022). The concept of illegitimate tasks emerged from the stress as offense to self (SOS) theory (Semmer et al., 2007; Semmer et al., 2010) that signifies the importance for individuals to seek and maintain a positive social image of themselves and any potential threat to their social image can stimulate stress (Semmer et al., 2007, 2019). Moreover, Semmer and his colleagues (2019) argue that individuals tend to focus on sustaining positive self-esteem, specifically in terms of personal and social esteem. Personal esteem refers to self-evaluation of one’s internal standards performance and the aim to reach those



standards to feel capable. Social esteem on the other hand refers to the extent to which one feels respected, acknowledged, and appreciated by others (Semmer et al., 2021). Illegitimate tasks are considered a major workplace stressor that impacts employees' personal and social self-esteem due to the close association of disrespect to an individual's professional identity and the negative feelings towards one's self for having to carry such tasks (Haining Wang & Zong, 2023; Semmer et al., 2010; Semmer et al., 2007, 2021; Zhao, Lam, et al., 2022). Moreover, employees who perform illegitimate tasks often experience resentment or anger due to the perception that such tasks are unnecessary or unreasonable. Unnecessary tasks are tasks that don't make sense and should not be carried out while unreasonable tasks fall outside of employees' occupational duty (Semmer et al., 2010).

Although the concept of illegitimate tasks is considered not a new phenomenon, it has recently caught scholars' attention within the context of the hospitality industry (Currie et al., 2023; Zhao et al., 2023a). Specifically due to the high demands the industry faces while also struggling with the labour shortage. The concept of illegitimate tasks has caught scholars' attention due to its destructive influence on employees in the forms of decreased self-esteem, anger, and depression (Kilponen et al., 2021; Mauno et al., 2022; Mensah et al., 2022; Wang & Jiang, 2023a) as well as employees' work attitude and behavior in the forms of decreased job satisfaction and increased turnover intention, burnout, unethical work performance and conflict within work-family (Ahmad et al., 2022; Fila et al., 2023a; Haining Wang & Zong, 2023; Ilyas et al., 2021; Ouyang et al., 2022; Silu Chen et al., 2022a; Zhao, Lam, et al., 2022).

While the concept is widely researched in applied psychology and broader organization contexts, there are a limited number of studies based on the hospitality industry (Currie et al., 2023; Zhao et al., 2023b; Zhao, Jolly, et al., 2022). Moreover, the focus of illegitimate tasks was entirely based on the destructive/negative outcomes while almost to none have addressed any potential positive outcomes from the concept. A recently published systematic review by Ding & Kuvaas (2022) on illegitimate tasks suggests future research to focus on positive outcomes for the concept, especially as employees in different contexts may perceive illegitimate tasks differently and their interpretation of such tasks may vary. The role of why employees are assigned such tasks has not

been considered previously (Wang & Jiang, 2023a), especially as the legitimacy of such tasks is highly dependent on employees' perceptions (Ilyas et al., 2020).

Surprisingly though, the feeling of being appreciated as a result of illegitimate tasks has not been empirically tested in a similar model, especially as this study argues that with the cognitive appraisal theory of emotion, individuals are not subjected to one emotion, either just negative or positive rather they experience conflicting emotion and behaviors depending on the context (Lazarus, 1991). Individuals who deal with illegitimate tasks can experience both qualitative job insecurity as well as being appreciated for their efforts by guests/customers, subordinates, or even supervisors. Moreover, there are limited numbers of studies investigating appreciation as its own construct (Muntz & Dormann, 2020; Pfister, Jacobshagen, Kälin, & Semmer, 2020a; Pfister, Jacobshagen, Kälin, Stocker, et al., 2020a; Stocker et al., 2019), as it has been commonly used as an element in other constructs such as leadership (Ilyas et al., 2020; Muhammed & Zaim, 2020; Stocker et al., 2019) and social support (Bui Thi & Mai, 2024; Uchino et al., 2020).

Recently it has been found that insecurity was an antecedent of illegitimate tasks, the author also argues that illegitimate tasks can lead to job insecurity however, this has not been investigated, which the current study intends to examine (Currie et al., 2023). Similarly, the leader's influence has been investigated in different models. For instance, it was found that the presence of morally ethical leaders reduces the impact of tasks that employees view as illegitimate (Chen, Liu, Zhang, et al., 2022; Julmi et al., 2021), and paternalistic leaders can moderate the relationship between illegitimate tasks and procrastination (Haining Wang & Zong, 2023). While leader's influence has been examined, it should be noted that it was limited to a certain extent only, while supervisors' bottom-line mentality has not been previously investigated in this context.

This research has various significant theoretical contributions to the literature of illegitimate tasks and their antecedents and outcomes. Firstly, the study contributes to the existing literature of the cognitive appraisal theory of emotion as only one study has examined it previously within the context of illegitimate tasks (Wang & Jiang, 2023a). Secondly, the study will contribute to the SOS theory by examining the two paths within the theory, specifically to shed light on the personal esteem (job insecurity) and social esteem (appreciation), which has not been empirically tested

based on the current understanding. Thirdly, existing research on the construct has not been examined in the service climate specifically (Zhao et al., 2023b).

Moreover, the outcomes of illegitimate tasks have caught scholars' attention solely in the negative aspects (Ahmad et al., 2022; Currie et al., 2023; Ding & Kuvaas, 2022a; Julmi et al., 2021a) while it is believed it can be interpreted as more conflicting than just a negative outcome. For instance, Minei et al., (2018) found that illegitimate tasks can be promoting or demoting while Ding & Kuvaas, (2022b) argues that those tasks could be viewed as a challenge for the employees. Drawing upon the cognitive appraisal theory of emotion, individuals tend to experience many emotions at once depending on the circumstances and resources available (Hemenover & Schimmack, 2007). As such, the evidence suggests employees who deal with illegitimate tasks might not only experience negative emotions (in this case job insecurity) but could also result in something positive, in this case, appreciation for the employees for their hard work and being seen as going above and beyond for their job. Therefore, it is believed that the feeling of being appreciated for their effort will lower the intention to leave their job. Lastly, leaders' influence has been examined previously within the context of illegitimate tasks (Ilyas et al., 2020; Julmi et al., 2021a; Zhou et al., 2020) as leaders can either hinder or permit such tasks from happening. Thus, the study proposes supervisor's bottom-line mentality to moderate the relationship between illegitimate tasks and job insecurity and appreciation.

## **1.2 PROBLEM STATEMENT**

The labour shortage or 'The Great Resignation' has impacted industries worldwide but the hospitality industry is the most severely impacted (Liu-Lastres et al., 2022, p. 1). While the labour shortage in the industry is not entirely a new issue, the rising demand for tourism and travel has put pressure on businesses to meet the demand, resulting in an imbalance as there are more travelers than employees working in the industry (Shiji, 2022). Moreover, the recovery of the workforce due to the pandemic is happening at a slower pace for the hospitality industry, unlike the other industries (Huang et al., 2021). However, according to the World Travel and Tourism Council (2022) in Pakistan specifically, the recovery of its travel and tourism sector is happening gradually as the total number of employees in 2021 has decreased by 5% as compared to the previous year. On the other hand, domestic tourism has increased by 40% in the past two years

while the number of international tourists has increased by 30% in the past year alone (Ahmed, 2023; WTTC, 2022).

Hence, the industry is still struggling to meet the high demands and regain its position. Market reports also reveal that about 25% of former employees would not re-enter the hospitality industry while 58% of existing employees are planning to quit before the year ends; for multiple reasons including low pay, long working hours, difficult customers/guests and physically demanding work (Chen & Qi, 2022; Joblist, 2021). Furthermore, the labour shortage is not a regional problem but a worldwide one, the US alone has a turnover rate of 73% in the hospitality industry (Ramirez, 2023; US Bureau of Labor Statistics, 2023). Ensuring that the service provided is consistent is a critical aspect that guarantees the success of the organization. However, it might be difficult to ensure service consistency when faced with a high turnover rate. This is the current challenge that the hospitality industry faces globally resulting in major losses as the industry is highly labor-intensive. The high turnover rate impacts business performance and overburdens the remaining employees which affects their work attitude as a result (Michael & Fotiadis, 2022) and unsurprisingly is the most researched phenomenon in the literature of management and organizations (Dogru et al., 2023). The high turnover intention within the hospitality industry is widely acknowledged (U.S. Bureau of Labour Statistics, 2024) and is frequently researched (Bui Thi & Mai, 2024; Huang et al., 2021; Shiji, 2022), however, there is still debate for the reasons for uncovering the high turnover rate within the industry that goes beyond the surface level (Dogru et al., 2023).

### **1.3 RESEARCH SIGNIFICANCE**

The research addresses the current literature gap by providing detailed insight into the antecedents of illegitimate tasks and their influence on employees and the role of supervisors which can influence employees perception of illegitimate tasks and their role in intention to leave the organization. The research provides significant implications at both individual and organizational levels as illegitimate tasks can disrupt positive work environments and workplace relationships as they can severely impact employees and organizations.

At the organizational level, the research is essential for enhancing organizational effectiveness and encouraging a positive work environment. By uncovering the relationship between illegitimate tasks and service climate, it can provide an understanding of why such tasks exist. Specifically, it highlights the role of the organization itself in fostering tasks that employees view as not theirs. Moreover, the impact of illegitimate tasks on job insecurity can provide organizations insight into potential sources of stress. Hence, addressing these concerns can help overcome the negative consequences that organizations might not be aware of. Specifically, tasks illegitimacy is highly dependent on employee perception. Moreover, understanding the impact of illegitimate tasks on appreciation can encourage organizations to leverage the positive aspects of such tasks and foster a culture of recognition and reward. Consequently, this can encourage a boost in employee engagement, loyalty, and motivation which benefits organizations in long-term success.

At the individual level, examining the dual impact of illegitimate tasks provides valuable insight into the psychological and emotional consequences that employees experience. This research highlights the complexity of experiencing illegitimate tasks that can result in feeling insecure while appreciated in their roles. Organizations should develop interventions aimed at supporting employees when faced with the challenge of illegitimate tasks. Employees should be empowered to effectively manage work stressors and encourage open communication. Employees should be able to voice their concerns regarding the assignment of illegitimate tasks and it can help supervisors understand employees expectations and act accordingly. Organizations should effectively communicate job responsibilities and expectations and providing employees with a voice can limit the perception of tasks illegitimacy within the organization.

Overall, this research on illegitimate tasks is essential for advancing the understanding of workplace dynamics and fostering organizational and employee well-being. Addressing these issues can help foster positive work environments that support employee's well-being.

## **1.4 OBJECTIVES**

This study aims to fill the research gap through the following objectives:

1. To investigate the impact of service climate on employees illegitimate tasks

2. To identify the mediating role of illegitimate tasks between service climate and appreciation and job insecurity
3. To examine the mediating role of appreciation and job insecurity between illegitimate tasks and turnover intention
4. To address the impact of service climate on turnover intention through the sequential mediation of illegitimate tasks and job insecurity/appreciation
5. To identify the moderating role of supervisor bottom-line mentality between illegitimate tasks and job insecurity/appreciation

### **1.5 RESEARCH QUESTIONS**

1. Does service climate affect employees' illegitimate tasks?
2. Do illegitimate tasks mediate the relationship between service climate and job insecurity/appreciation?
3. Does job insecurity/appreciation mediate the relationship between illegitimate tasks and turnover intention?
4. What is the effect of service climate on turnover intention through the mediation of illegitimate tasks and job insecurity/appreciation?
5. Does supervisor bottom-line mentality have a moderation effect between illegitimate tasks and job insecurity/appreciation?

### **1.6 RESEARCH RATIONALE**

The prevalence of turnover in the hospitality industry is a growing concern worldwide, causing performance decline and major financial losses. Moreover, employees characterize the industry as physically and emotionally demanding (King et al., 2021). This research seeks to highlight the dynamics between turnover intention within the hospitality industry and the imposition of illegitimate tasks on employees. Specifically, recognizing turnover as a multilayered issue. The study aims to investigate how illegitimate tasks contribute to complex and emotional responses precisely through job insecurity and appreciation, potentially serving as a catalyst for increased turnover intention. Hence, this research provides valuable insights into the literature on human resource management. Moreover, identifying and understanding challenges associated with employee turnover is highly critical as it does not only affect individual businesses but has broader

implications for the global workforce. Leading to not only huge financial losses but also poses a threat to service quality delivery. Consequently, there is a need to identify the root cause of turnover to diminish its impact and find suitable solutions.

Moreover, the interplay of illegitimate tasks and high turnover intention within a service climate can offer a comprehensive perspective on workforce dynamics. Hence, by investigating the role of illegitimate tasks as a potential contributor to job insecurity but also appreciation, this research seeks to uncover important insights. Such insights can have the potential to reshape practices in the industry and foster a more supportive and sustainable work environment. Therefore, the findings of this study will provide significant implications for organizations within the hospitality industry seeking evidence-based strategies.

### **1.6.1 RELEVANCE TO GLOBAL NEEDS**

The impact of the pandemic and the rapid globalization on the industry serves an important role in the global economy. The World Travel and Tourism Council (WTTC) labels the hospitality industry's importance as a main driver of the global value creation. Consequently, international arrivals have gone from 900 million to an increase in 2022 of more than 1.3 billion in over just ten years (UN Tourism, 2023). This also implies that growth is also been seen within job creation. In fact, one out of every ten job opportunities accounts for the hospitality and travel industry. However, hotels are still expected to continue to struggle with labour shortage until 2025 when the industry is expected to truly recover (EHL Insights, 2023; STR, 2021) and alarmingly, only 25% of hospitality employees are employed in full-time jobs (Labour Market Insights, 2023).

### **1.6.2 RELEVANCE TO NATIONAL NEEDS**

Tourism in Pakistan has experienced steady growth in the past few years and its compound annual growth rate (CAGR) is expected to reach 6.56 during the forecast period of 2024-2029. The government has taken the initiative to improve tourism in the country, specifically by creating strategies to ease international tourism. This was done by simplifying the visa processes for visitors from foreign countries, which played a key role in attracting international tourists. (Mordor intelligence, 2024). Specifically, the aim is to increase foreign investments and provide more

employment opportunities by fostering growth in the tourism industry (Sattar, 2023). The hotel industry in Pakistan is also expected to expand, which can also stimulate the development of the economy and its revenue is estimated to reach 1.44 billion USD in 2024 (Statista, 2024).

Increased tourist inflow translates into increased revenue, and job creation and improves the infrastructure of the country. Beyond the economic significance, tourism plays a crucial role in socio-culture exchange that can help Pakistan strengthen its global ties and promote its international image while showcasing its diverse culture. Pakistan has the potential to grow its tourism and travel sector due to its highly diverse landscape, cultural richness, historical significance, and heritage. In fact, it has received multiple global recognition: for example, it was ranked in 2018 by the British Backpacker Society as the top adventure travel destination (Lohar, 2023) and Forbes ranked Pakistan as one of the coolest places to visit in 2019 (Daily Times, 2019). Despite this, the industry continues to face various challenges that might limit it from reaching its full potential. Such as previously faced by the pandemic and natural disasters. In line with this, the industry has the full potential to thrive and boost the country's economic growth. To do so, ensuring their organizational practices are fair and consistent is crucial, especially in this case what sort of tasks employees perform and how they're perceived by the employees.



## 1.7 OPERATIONAL DEFINITIONS

This section provides an outline of the key terms of the study that helps provide the reader with more clarity and insight into the core foundation of the study.

*Service climate* is defined as “Employees shared perceptions of the expected and rewarded practices, behaviors, and procedures concerning customer service and quality” (Schneider et al., 1998, p. 151).

*Illegitimate tasks* is defined as “Work tasks that are not related to employees core occupation and are perceived by employees as unnecessary or unreasonable; they are considered a threat to employees professional identity. They violate the norms of what is considered expected for employees to perform” (Semmer et al., 2015, p. 151).

*Appreciation* is defined as “The positive evaluation from others that is closely related to self-esteem. It involves recognition and acknowledgment of one’s achievements and qualities, thus boosting their self-esteem” (Harter, 1993; Leary, 2007; Semmer et al., 2007; Urfer-Pfister et al., 2020, p. 1).

*Qualitative job insecurity* has been defined as “The perception of a threat regarding the potential loss of valuable features of the job such as the working conditions or career opportunities” (Hellgren et al., 1999, p. 182).

*Supervisor bottom-line mentality* is defined as a “One-dimensional approach focusing entirely on securing bottom-line outcomes such as profit or rewards while neglecting any other priorities” (Mawritz & Eissa, 2012, p. 344).

*Turnover intention* is defined as “The employee’s conscious willfulness to seek for other alternatives in other organization” (Tett & Meyer, 1993, p. 262)

## **1.8 THESIS STRUCTURE**

### **Chapter 1: Introduction**

The first chapter includes the introduction of the research. The first section of the introduction covers the research gap and theoretical contribution. The second section includes the problem statement, research significance, the objectives of the research, research questions, research rationale that consists of national and global relevance and lastly operational definitions.

### **Chapter 2: Literature Review**

The second chapter includes two main sections. The first section covers the theoretical background of the SOS theory, the cognitive theory of emotions, and lastly, illegitimate tasks based on what has already been done on the concept. The second section includes hypotheses development and the conceptual framework.

### **Chapter 3: Methodology**

The third chapter includes the methods carried out in this research including the research philosophy and research design, the entire data collection process that consists of procedures done prior to the data collection including determining the sample size, pretesting, constructs measures, and ethical considerations. The second section covers procedures done after the data collection including information about the procedure, participants, and common method bias.

### **Chapter 4: Data Analysis and Findings**

The fourth chapter includes two sections. The first section is related to data analysis which consists of measures to test the validity and reliability of the data and hypotheses testing. The second section covers delivering the findings of the analysis.

### **Chapter 5: Discussion**

The fifth chapter has different sections including discussion of the findings and what they imply and the study's implications in terms of theoretical and practical.

### **Chapter 6: Conclusion**

The conclusion is the last chapter and gives a brief summary of the research and the findings. It also includes the study's limitations and recommendations.

## **CHAPTER 2. LITERATURE REVIEW**

The following chapter covers two sections, the first section includes the theoretical background of the SOS theory and the cognitive appraisal theory of emotions followed by the theoretical background of illegitimate tasks which consists of previous findings in terms of predictors and outcomes. The second section includes hypothesis development and the conceptual framework of the research.

### **2.1 THEORETICAL BACKGROUND**

#### **2.1.1 THE STRESS-AS-OFFENSE-TO-SELF THEORY (SOS)**

The notion of illegitimate tasks first emerged within The Stress-as-Offense-to-Self theory (SOS) (Semmer et al., 2007, 2019). The theory emerges from the notion that individuals attempt to sustain a positive social image of themselves and any potential threat to their social image can induce stress (Semmer et al., 2010; Semmer et al., 2007). The theory further considers that individuals tend to identify with their occupational role (Ashforth & Schinoff, 2016), these eventually become part of who they are (Oyserman et al., 2012), thus any attack on one's occupational role becomes potentially self-threatening (Semmer et al., 2021). The SOS theory consists of two components; personal esteem and social self-esteem, whereas the former refers to "The positivity of the person's evaluation of self" (Baumeister, 2010, p. 694). It relies on being competent and worthy to meet one's self-standards (Brown & Zeigler-Hill, 2018). In addition, self-evaluation is also determined by meeting moral standards such as respect and being fair to others. Fulfiling moral standards is also closely associated with self-conscious emotions such as guilt, shame, and pride (Tangney & Tracy, 2012) and might also concern the success or failure of a task (Kim & Kammeyer-Mueller, 2018). Thus, the self-evaluation part of the SOS model constitutes both moral behavior and performance and not meeting one's standard can induce a negative feeling of insufficiency (Semmer et al., 2021).

On the other hand, social self relates to the degree of being socially accepted, acknowledged, and valued by others. Favorable messages by others can enhance a positive emotion as it satisfy the need of belonging while unfavorable messages can signal relational devaluation, which is

considered a stressor (Allen, 2010). Such unpleasant messages can be communicated directly by attacking others, stealing their ideas or success, criticizing their work, or even by not directly communicating the gratitude or respect that individuals feel they are entitled to or even deserve. For example, not recognizing their success and accomplishments (Pfister, Jacobshagen, Kälin, & Semmer, 2020; Pfister, Jacobshagen, Kälin, Stocker, et al., 2020a; Semmer et al., 2021). However, unfavorable messages can also be indirectly communicated that may not be intentional but signal disrespect or lack of consideration. For example, by causing more work for a coworker by not doing one's part appropriately (Semmer et al., 2007) or through job design that gives employees autonomy over their work which can signal trust and make employees feel valued (Semmer et al., 2021). Similar messages also occur when employees are assigned illegitimate tasks, tasks that employees feel like they should not have to do, and can signal disrespect (Semmer et al., 2015).

Employees commanded to perform illegitimate tasks is considered a stressful situation. As the SOS theory suggests that when individuals are faced with stressors that contain messages of disrespect, it will result in threats to their self-value which can also impact their psychological well-being. This is mainly because humans attempt to maintain their self-worth and self-esteem and illegitimate tasks diminish this (Pindek et al., 2019). While the theory's model orients around stress, it has been implied that it does not necessarily revolve around negative experiences, but in fact, boosts around individuals' self-esteem are powerful resources for people and should be given equal attention as threats to individuals' self-esteem (Semmer et al., 2007).

### **2.1.2 COGNITIVE APPRAISAL THEORY OF EMOTION**

The cognitive appraisal theory of emotion has been widely investigated to study the cause and effect of emotions. The theory centralizes on the idea that behavior usually emerges as a coping response to stressful or emotionally demanding situations (Frijda, 1987; Zheng et al., 2019). The theory centralizes around three main issues that individuals experience when faced with stressful situations or events. First, to interpret the underlying characteristics inherent in the situation or event being appraised or evaluated. Second, emotional experience as a result of the appraisal or evaluation process. Third, behavioral response occurs due to the experienced emotions (Watson & Spence, 2007). For example, someone who ran a red light because they were talking on their mobile, and was therefore distracted may experience guilt and regret, whereas someone else to

whom they lent their car and ran a red light they may be angry or frustrated with. In other words, a combination of antecedent appraisal is shown to be an important factor in eliciting emotions, which can impact decision-making (Ruth et al., 2002; Smith & Ellsworth, 1985).

Therefore, the emotions that occur depend entirely on the individual's appraisal of stressors, specifically how individuals are affected by the stressors which refers to primary appraisal, and the amount of effort necessary to manage them which is related to the secondary appraisal (Lazarus, 1991; Wang & Jiang, 2023b). The result of the appraisal of the causes and potential consequences of an event can determine how an individual feels (Frijda, 1987). There are countless potential emotional responses to an event as there are different ways of appraising it (Brown & Capozza, 2016). Nonetheless, an emotional encounter is not limited to a single reaction and action but consists of a continuous flow of actions and reactions between the individuals who participate in it

Thus, based on the stress and resources approach, individuals will interpret stressful situations differently based on two assumptions; first, whether the situation will threaten their well-being, and second whether there are enough resources to cope with the situation (Campbell et al., 2013; Lazarus, 1991). Previous studies have shown that individuals often respond to their behavior or any external situation with either positive or negative emotions (Barrett & Bliss-Moreau, 2009). However, a single emotion is not limited rather, it can evoke mixed emotions which is called the emotional ambivalence (Larsen & McGraw, 2011). In this case, individuals might experience conflicting or polar opposite emotions/behaviors as a response to a situation. For example, playing a horror video game might trigger disgust but amusement at the same time (Hemenover & Schimmack, 2007).

### **2.1.3 ILLEGITIMATE TASKS**

Illegitimate tasks refer to tasks that can be perceived by employees as unreasonable or unnecessary. However, it is important to note that work stressors that are typical for a profession differ from illegitimate tasks. For example, police officers assisting victims of accidents can be viewed as stressful but are expected as they're connected with their profession (Semmer et al., 2010). Such expected tasks are typical for one's profession and can be described as 'affirmation

of one's core role' and while all professions constitute elements that can be stressful at some point, having a defined connection to such elements to their profession can be satisfying and motivating for people (Semmer et al., 2015, p. 35). For instance, a nurse spending many hours helping a patient recover from surgery will affirm her core role identity and will likely not complain about the long working hours. However, if the nurse is asked to clean the rooms and throw the trash out, she would be resented by it as it is not a core element of her profession. Such tasks are considered unreasonable as they should be done by somebody else (Semmer et al., 2007). Unreasonable tasks refer to tasks that fall outside of the employee's range of occupation, do not match the training or experience level, and cannot be justified by other duties assigned clauses within work agreements (Semmer et al., 2015). Moreover, those tasks can also be considered unreasonable as they are unduly restrictive for example a hotel's front desk Clark being asked to stand despite no guests being present in the lobby.

On the other hand, unnecessary tasks emerge due to organizational inadequacies or idiosyncratic practices or even because the organization or the supervisors demand it that way (Pindek et al., 2019). Semmer et al., (2010) argue that sometimes such tasks could have been avoided and should not be carried out at all. For example, requesting employees to fill out paperwork that no one will use or even see. Furthermore, some unnecessary tasks are carried out simply because the supervisors demand it done their way (Semmer et al., 2015). Also, tasks are redeemed as unnecessary due to the task itself being meaningless, serving no purpose at all, or due to unplanned decisions that lead to unnecessary work. For instance, installing an upgrade to the computer system has led to a need to re-train the staff when the prior system worked fine (Pindek et al., 2019).

Researchers in the past few years raised critical questions regarding how the construct differs from similar established stressors such as role conflict and justice constructs. First, it is considered important to understand the relationship between illegitimate tasks and the justice and fairness concept at work. Specifically, illegitimate tasks are closely associated with fairness outcomes and distributive justice in the workplace (Adams, 1963). Assigning such tasks to employees is closely related to outcomes, which is relevant to distributive justice (Semmer et al., 2015). Similarly, those outcomes often violate fairness procedures and can convey disrespect towards employees within the organization, hence employees' perception of procedural and interpersonal justice can also be

violated. Some even argue that interactional justice is the most relevant as illegitimate tasks violate a person's social role (Ahmed et al., 2018). Moreover, justice and fairness models in the literature on occupational stress suggest that when employees put in more effort than they are being rewarded for, strain is likely to occur (Siegrist, 1996). Hence, such tasks involve over expenditure of effort. Therefore, the conceptual overlap between illegitimate tasks and fairness/justice is likely to some extent. Nevertheless, Semmer, et al., (2012) argue that illegitimate tasks offer a unique perspective of unfairness as it solely focuses on tasks and task characteristics as compared to the research of justice constructs. In other words, illegitimate tasks entirely focus on the perception of fairness regarding task assignments while the justice constructs relate to the perception of fairness regarding the allocation of job roles, and benefits and rewards (Semmer et al., 2010, 2015). In fact, the illegitimate tasks construct expects outcomes and consequences that go entirely past the justice models (Semmer et al., 2015).

Role conflict is also considered to potentially overlap with illegitimate tasks. Role conflict is explained as a conflict concerning "a person's internal values and standards and their defined role behavior" (Rizzo et al., 1970, p. 155). However, such tasks involve struggles of roles expectations, and the task's extrinsic characteristics (Semmer et al., 2015). In other words, despite some similarities and overlap between role conflict and illegitimate tasks, it can be argued that based on the definition, illegitimate tasks fall outside of the employee's defined role and are not within role issues that employees have in their jobs. Besides role conflict typically refers to moral conflict/issues that are not associated with illegitimate tasks. To sum up, illegitimate tasks might be considered to overlap with other conceptual constructs related to well-known stressors such as role conflict and justice constructs. However, empirical evidence implies that illegitimate tasks differ from such construct and are considered a unique stressor (Semmer et al., 2010; Semmer et al., 2015)

## 2.1.4 PREDICTORS OF ILLEGITIMATE TASKS

Table 1 highlights recent work that explores predictors that hinder or promote illegitimate tasks specifically. Despite the attention the concept has gained within scholars, the antecedent of it is still in the infant stage unlike the outcomes as they gained more attention. The predictors of illegitimate tasks can be categorized into different groups including leadership influence, psychological capabilities of the individual, workplace characteristics, and job attitude. The findings are presented below:

**Table 1 Predictors of Illegitimate Tasks**

Predictors of Illegitimate Tasks	Author
1. Qualitative job insecurity leads to illegitimate tasks. The study in particular linked qualitative job insecurity with illegitimate tasks and idiosyncratic deals with a mediating role of challenge and hindrance appraisal.	Currie et al., (2023)
2. Ethical leaders are less likely to assign illegitimate tasks as compared with unethical leaders. Specifically, the study indicates that ethical leadership is negatively associated with illegitimate tasks and burnout facets within the context of university students	Julmi et al., (2021b)
3. Abusive supervision is not restricted to only mistreatment and is likely to expand with the assigned tasks. The study was able to find evidence that abusive supervision is directly related to assigning illegitimate tasks and is stronger for nonsupervisory employees at the lowest level of the hierarchy	Stein et al., (2020)
4. Temporal leadership negatively impacts illegitimate tasks as temporal leadership effectively allocate tasks time and resources for their employees. This also leads to lowering workplace deviance.	Wan et al., (2021)
5. Leader-member exchange (LMX) negatively impacts unreasonable task requests. This is explained by the fact employees with high LMX defines their job roles more broadly and less rigidly, meaning they are less likely to perceive such tasks as illegitimate. Also, communication matters,	Sias & Duncan, (2019)



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specifically messages regarding explanation, appreciation, and acknowledgment.

6. job dissatisfaction led to increase in unnecessary tasks rather than the other way round. Moreover, the study also highlights that transparent leadership buffers the impact of illegitimate tasks on job satisfaction Muntz et al., (2019)
7. One's personal attribution has an impact of how illegitimate tasks are perceived. Meaning, those who perceive undesirable situation from others as purposely indented to harm them, are more likely perceive more illegitimate tasks Pindek et al., (2019)
8. The number of subordinates employees has can increase the workload, leading to higher perception of illegitimate tasks. Moreover, the study found that high role conflict, stress and high family-work conflict leads to higher levels of illegitimate tasks. In fact, employees that perceived their work environment negatively are more likely to view such tasks as illegitimate Anskär et al., (2019)
9. There is disconnect between tasks that employees consider as illegitimate as compared to their supervisors. In other words, it is likely that supervisors assign tasks that they consider as part of employee's role while employees consider them as illegitimate Meier & Semmer, (2018)

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Note. Source: compiled by the author

### **2.1.5 OUTCOMES OF ILLEGITIMATE TASKS**

In the past few years, scholars have identified various outcomes of illegitimate tasks within different contexts such as hospitality, healthcare, academic settings, and banking. The findings reveal that there are many outcomes of illegitimate tasks in the workplace including negatively impacting work attitude, reduction of work performance, and higher intention to leave the organization, thus having a severe impact not only on the individual level but also at the organizational level. Moreover, previous research has focused on different moderators, specifically ones that highlight leadership's influence, personal traits, and the role of flexibility. The findings are presented below:

**Table 2 Outcomes of Illegitimate Tasks**

Outcomes of Illegitimate Tasks	Author
1. Illegitimate tasks negatively impacts innovative performance via work meaningfulness. Moreover, this relationship is stronger when passive leader is present	Bani-Melhem et al., (2023a)
2. Illegitimate tasks reduces intrinsic work motivation. This study indicates higher levels of illegitimate tasks is associated with low ratings on the four dimensions of work motivation for nurses and higher intention to leave from the organization	Ahlstedt et al., (2023)
3. Illegitimate tasks positively impacts strain-based work family conflict through psychological detachment. Moreover, the impact of illegitimate tasks on psychological detachment was strengthened when passive leadership is high.	Zhou et al., (2020)
4. Perceived illegitimate tasks increases work procrastination. The study was able to uncover the association of illegitimate tasks on work procreational through the mediating role of negative emotions and moderating role of paternalistic leadership	Haining Wang & Zong, (2023)
5. Illegitimate tasks impact on turnover intention is weakened when supervisors support is present as opposed to unsupportive supervisors.	Ilyas et al., (2020)
6. Illegitimate tasks is negatively associated with in-role and extra-role performance for frontline hospitality employees due to hindering thriving at work.	Zhao, Jolly, et al., (2022)
7. Illegitimate tasks decreases adaptive performance of hospitality employees. This relationship was also mediated via cognitive and affective cynicism and is considered stronger for employees with less level of growth need strength	Li et al., (2023)
8. Illegitimate tasks is negatively associated with proactive customer service performance. This relationship is mediated through perceived insider status and harmonious work passion. Traditionality buffers this relationship	Zhao et al., (2023b)

9. Illegitimate tasks influence on intention to leave and strain is stronger when intrinsic motivation is high. The author argues that intrinsic motivation in such scenario is considered a vulnerability rather than a resource.	Fila et al., (2023a)
10. Daily illegitimate tasks leads to daily silence behavior and negatively associated with daily voice behavior and are mediated through ego depletion. The study also reveals significant moderating role of trait mindfulness between daily illegitimate tasks and ego depletion.	Yuan et al., (2024)
11. Employees flexible role orientation helps diminish the adverse impact of illegitimate tasks. Specifically, employees with low flexible role orientation moderates the negative relationship of illegitimate tasks on job identity, which indirectly influences proactive work behavior and task performance, unlike employees with high flexible role orientation, which buffers the negative relationship.	Ma & Peng, (2019)

Note. Source: compiled by the author

## **2.2 HYPOTHESIS DEVELOPMENT**

### **2.2.1 SERVICE CLIMATE AND ILLEGITIMATE TASKS**

Service climate has been extensively studied for over four decades and has first emerged in 1973 based on the pioneering work of Schneider (1973) that primarily focused only on customer perception. It has been initially defined as customers' perception of a service firm that is based on specific related service events (Schneider, 1973). Subsequently, the concept of service climate broadened to include employees' perception and was defined as employees shared perception of service quality focused on practices, processes, and procedures they experience as well as an emphasis on observing behaviors that are rewarded, supported, and expected. In other words, it emphasizes on the shared perception of employees in an organization and the practices and processes that reward and recognize excellence in service (Schneider et al., 1998). Put simply, service climate explains the extent to which management has an emphasis on service quality, which is reflected within all of its activities (Schneider et al., 2009). In fact, it is necessary for hotels to provide employees with the required technical and informational support and to establish effective communication systems in order to create a good service climate (Wen et al., 2020).

According to Schneider et al., (1998), service quality consists of three important components: (1) management practices, (2) customer orientation, and (3) customer feedback. Service climate specifically emphasizes employee's perception of being well rewarded and recognized for delivering quality service which eventually translates into a stronger positive perception of their organization's service climate. Moreover, organizational climate is highly linked with service quality (Francese, 1993), and without a proper work environment, it is challenging to acquire employees support for achieving the organizational objectives (Cole et al., 1993). Thus, the service climate encourages employees to create good ideas and deliver efficient and high-quality services (Dietz et al., 2004). It is important to highlight that the service climate differs from the general climate as it emphasizes the strategic goal of improving service quality.

There has been recently growing interest in creating a positive service climate as it has been well associated with improved service quality due to significant improvement in employees' attitudes, performance, and behavior. This includes the perception of customers and employees. From the perspective of customers, scholars have implied that service climate meets customers' demands leading to various customer outcomes such as better customer satisfaction (Son et al., 2021), increased customer citizenship behavior (Qiu et al., 2021), improved service value (Bae, 2020), and better service quality (Pham Thi Phuong & Ahn, 2021). Moreover, Bahadur & Ali, (2023) found that service climate leads to high service performance, as employees go out of their way to provide exceptional service, leading to satisfied customers.

Similarly, employee's high perception of their organization's service climate can lead to feeling empowered which results in higher levels of organizational citizenship behavior (Pham Thi Phuong & Ahn, 2021). According to Johnson, (1996), when employees perceive their organization to have a favorable service climate, they are able to deal better with the difficulties of the job. Nonetheless, employees in the service sector face continuous high work pressure, especially in a work environment that requires meeting customers' demands, whether those demands fit in their job description or not, which employees view as illegitimate tasks. Illegitimate tasks have been defined as tasks that are perceived as unnecessary or unreasonable. Unreasonable tasks go beyond

employees' occupational obligations while unnecessary tasks are ones that employees think should not be carried out as they do not make any sense (Semmer et al., 2010).

It was found that workplace characteristics and leadership play a major role in driving illegitimate tasks in the workplace (Ding & Kuvaas, 2022a; Julmi et al., 2021a). For example, leadership present can either hinder or be the cause of assigning unreasonable or unnecessary tasks to employees. For example, Stein et al., (2020) found that abusive supervision is not only limited to mistreatment and abuse but also extends to the assigned work tasks. On a similar note, Julmi et al., (2021) found that ethical leaders are unlikely to assign illegitimate tasks as compared to unethical leaders. Similarly, the characteristics of the workplace can also determine whether illegitimate tasks are common or not. For instance, it was found that unsustainable HR practices impose illegitimate tasks due to a lack of sufficient resources (Ahmad et al., 2022) while it was found that resources in terms of supervisors and coworkers' support and control significantly impact illegitimate tasks (Fila & Eatough, 2020).

Employees may also feel pressured to perform illegitimate tasks as it was found that service climate is an antecedent of employee gratitude towards their company (Qi et al., 2022), thus refusing might not be an option for them. Keeping in mind the influence of service climate to ensure that employees are always available for customer needs, even if asked to provide a service that falls outside of one's occupational role. Hence, the service climate may require employees to attend to more than their required tasks, especially if employees face pressure not only from their supervisors. But also, from the hotel guests themselves, as a result of always 'putting customers first'. Drawing upon the cognitive theory, employees may interpret that due to the service climate, performing illegitimate tasks would be more rewarding than refusing. In other words, due to the climate that puts customers first, illegitimate tasks have to be carried out, as refusing customers might not be an option. Thus, the following hypothesis is proposed:

**H1.** Service climate has a positive effect on illegitimate tasks

### **2.2.2 THE MEDIATION OF JOB INSECURITY**

Illegitimate tasks are considered a task stressor derived from the stress as offense to self-theory, which highlights the basic human need to preserve a positive self-view, which is negatively impacted when employees are assigned tasks they believe are not legitimate. (Semmer et al., 2015). In the literature, the concept of tasks that are not legitimate are well connected with various negative outcomes such as stress (Fila et al., 2023b), job dissatisfaction (Ilyas et al., 2021; Werdecker & Esch, 2021), work and social withdrawal (Wang & Jiang, 2023a), depression (Graf-Vlachy et al., 2020) and burnout (Julmi et al., 2021a; Ouyang et al., 2022), and unethical behavior such as knowledge hiding and counterproductive work behavior (Chen, Liu, Zhang, et al., 2022; Zhao, Lam, et al., 2022). Hence, employees who experience illegitimate tasks tend to experience negative work attitudes and cognition as it poses a threat to employees' professional identity and takes them away from their core tasks (Ding & Kuvaas, 2022a). Similarly, employees who experience illegitimate tasks tend to have lower self-esteem and constantly feel shame or anger towards themselves and their work (Wang & Jiang, 2023a) especially if they don't meet their expectations and standards (Greenbaum et al., 2020).

The feeling of shame or anger towards oneself and their work is often associated with qualitative job insecurity. Specifically, qualitative job insecurity poses a threat to employees as it makes them believe that the value of their job features will be lost whereas quantitative job insecurity deals with the anticipation of losing employment as a whole (Greenhalgh & Rosenblatt, 1984). In terms of job insecurity in the literature, more attention has been given to the quantitative side while neglecting to highlight the qualitative side of job insecurity (Urbanaviciute et al., 2021). Specifically, the qualitative side relates to the perceived threat to one's job qualities and features, such as decreasing quality of the working conditions, absence of job opportunities, and declining growth in salary development (Hellgren et al., 1999). Recently, scholars have also identified a strong negative connection between illegitimate tasks and meaningful work (Bani-Melhem et al., 2023b; Kilponen et al., 2021; Mäkikangas et al., 2023). As stated by Kilponen et al., (2021), employees who perform illegitimate tasks are possibly less likely to experience work meaningfulness as those tasks burden employees with work that they perceive is useless leading to emotional exhaustion, lowering emotional engagement, and increasing burnout. Similarly, Bani-Melhem et al., (2023) found that innovative performance is adversely impacted by illegitimate

tasks as employees devote themselves to performing those tasks which leads to a perception of their work not being meaningful.

Moreover, recent studies on qualitative job insecurity have found a strong connection between work stressors and job insecurity. In fact, workplace bullying in the literature has been widely associated with job insecurity (Jalali et al., 2020; M. Li et al., 2022a; Sarwar et al., 2020). While workplace bullying differs from illegitimate tasks, there are certain similarities between the two, including mistreatment and disrespect towards one's identity as a professional that could be signaled directly or indirectly. Scholars have argued that workplace bullying is not limited to mistreatment but expands to initially assigning inappropriate tasks that can be in the form of excessive workload or even ones that are not relevant or degrading (Glambek et al., 2014; Kottwitz et al., 2021; Stein et al., 2020). Therefore, it is highly likely that subtle social messages in the workplace can lead to lowering self-esteem and inducing job insecurity.

Hence, illegitimate tasks can foster qualitative job insecurity in multiple ways. First, receiving responsibility that is not theirs can pose a threat to one's occupational role and can signal a lack of respect or consideration (Pfister, Jacobshagen, Kälin, Stocker, et al., 2020b). As a result, those tasks can trigger worry and anxiety (Haining Wang & Zong, 2023) about having to deal with them, especially within a service climate that puts extreme emphasis on improving service quality, which might be expected from employees to take more effort and obligation in the organization. Secondly, performing tasks that are not legitimate is not only a sign of disrespect but takes time and effort that could have been used on employees core tasks (Zeng et al., 2021). This can lead to time pressure that eventually decreases the quality of their work and hinders goal achievement, leading to stress and worries about their job qualities. Based on the SOS theory, individuals tend to make internal self-evaluations based on their performance and whether it meets their expectations. Moreover, dealing with tasks that are not legitimately theirs can induce a negative feeling as it impacts their expectation of what they should be doing instead, consequently, personal esteem is impacted, thus leading to job insecurity. Hence, the following is proposed:

**H2.** Illegitimate tasks mediate the relationship between service climate and job insecurity

In addition, performing illegitimate tasks can cause stress and take employees away from achieving their core tasks, which can result in uncertainty about their jobs. Previous studies have found that job insecurity leads to turnover intention, especially if employees are faced with high work pressure and uncertainty (Balz & Schuller, 2021). It has also been found that job stressors don't only lead to job insecurity, but also work the other way around. For instance, Ergun et al., (2023) recently found that job insecurity can lead to job stress, resulting in turnover intention. Therefore, even though job stress can lead to job insecurity, the relationship can work the other way around (Mäkikangas et al., 2023). Interestingly, it has been found that there's a strong association between illegitimate tasks and employee silence. This implies that employees when faced with such additional responsibilities, they might be afraid to speak up against their organization or supervisors in fear of losing their jobs or just simply accepting their fate (Yuan et al., 2024). On a similar note, Bui Thi & Mai, (2024) it was found that employees' perception of their job insecurities has a strong impact on the intention to leave their workplace.

Moreover, when compared with other industries, the hospitality industry is thought to have a very high turnover intention, hence why investigating its antecedents has caught scholars' attention (Mäkikangas et al., 2023). While in the literature, insecurities regarding one's job have been well investigated as a major cause for turnover intention, it should be noted that major focus has been given to the quantitative side of job insecurity (the fear of losing the job itself) despite not specifically using the terms quantitative or qualitative job insecurity and should not be used interchangeably as they might not yield the same result. According to the cognitive theory of emotions, individuals when faced with stressful and unpleasant situations, they tend to make cognitive appraisals based on the effect of the event on them and the amount of effort required to manage it. In this case, employees faced with tasks they believe as unnecessary or unreasonable might not be able to refuse or speak out against them. Specifically, communicating their concerns might not be an option, thus based on their own appraisal, staying quiet might be their only option. Hence, self-doubts will surface, thus their only option would be to leave the organization. Therefore, the following hypothesis is proposed:

**H3.** Job insecurity mediates the relationship between illegitimate tasks and turnover intention



### **2.2.3 THE MEDIATING ROLE OF APPRECIATION**

Appreciation in this context relates to the recognition of employees' qualities and achievements, acceptance, and acknowledgment, thus giving employees a sense of belongingness (Leary, 1999). It has been evident that receiving appreciation from others is highly valued as it is considered one of the most striking aspects of human needs (Sobiraj et al., 2016) and can be classified as the most essential reward for employees to receive from all accessible rewards (Vegchel et al., 2002). Moreover, appreciation can help employees feel valued, improve their intrinsic motivation, and increase the desire to help others including coworkers, supervisors, and customers (Fagley & Adler, 2012). In the literature, there are not many studying appreciation as its own construct (See: Chang et al., 2022; Muntz & Dormann, 2020a; Nan Wang et al., 2020; Pfister, Jacobshagen, Kälin, Stocker, et al., 2020b; Weiss & Zacher, 2022). Rather, appreciation has been examined as an element within other bigger constructs such as social support and leadership (Apostel et al., 2018) while the SOS theory argues that appreciation should be examined within its construct (Pfister, Jacobshagen, Kälin, Stocker, et al., 2020b). In fact, Semmer et al., (2019) argues that despite the close similarities between appreciation and social support, appreciation should be studied beyond social support. This is mainly due to the fact that appreciation should not just be considered as one element of social support but is rather a crucial core element that is essential for any support to occur. Hence, it can convey a direct boost to the self, which is why it justifies the need to be studied as its own separate construct.

Appreciation has been closely associated with improving life satisfaction as it allows individuals to broaden the use of their emotions via emotional intelligence (Chang et al., 2022). Consequently, when employees are well appreciated for their work, it can enhance a feeling of success which leads to better job satisfaction as it can help employees validate their own judgments in respect of their performance (Pfister, Jacobshagen, Kälin, & Semmer, 2020a). In a similar aspect, recognizing and rewarding employees is considered one of the main elements of service climates, as it is believed that when employees perform well and deliver quality service, they will be rewarded not only for their efforts, but will also be well appreciated within the organization (Fung et al., 2017). In line with this, it is important to note that the legitimacy of tasks is entirely dependent on employees' perspectives, as different employees within the same role can have different opinions on which tasks they consider as legitimate and which ones are not. Generally

speaking, no task is considered illegitimate itself, and Semmer et al., (2015) argues that tasks illegitimacy is entirely dependent on the context itself; the same tasks can be considered legitimate or illegitimate under different conditions and by different employees. For instance, a nurse bringing water to a sick patient might consider it a legitimate task but at the same time might see it as illegitimate if the patient is physically able to get the water themselves. The main difference is that in the latter scenario, the nurse perceives that this task conflicts with her role as a caregiver and might perceive the task itself as rather associated with the role of servant/waiter. Similarly, Ding & Kuvaas, (2022b) suggests that despite the negative outcomes of tasks illegitimacy, different employees react differently to it based on their cognitive reasoning for those tasks as some view them as hindering stressors while others view them as a challenge that motivates them.

Likewise, there is surprising evidence that individuals with high intrinsic motivation experience more illegitimate tasks as compared to individuals with low intrinsic motivation, as they're seen as more motivated and passionate about their job (Jae Yun Kim et al., 2020). However, some argue that this can be considered as taking advantage of others. Nonetheless within a service climate, assigning such tasks to highly motivated individuals can lead to improved customer satisfaction as employees are more likely to go above and beyond to meet customers/organizational needs to enhance service quality. Also, having motivated employees who are willing to expand their tasks (even if it's perceived as illegitimate) can set a positive example within a culture that recognizes and rewards efforts.

Thus, the assumption that illegitimate tasks are only limited to destructive outcomes does not hold entirely in all circumstances, especially as there has been evidence of different factors that hold crucial roles in the legitimacy of tasks and the aftermath of those tasks but nothing to understand why those tasks are assigned in the first place. Employees receiving a logical explanation of why they might have to take on those tasks can change their perception of those tasks and increase their motivation (Ilyas et al., 2021). Thus, the role of service climate is highly crucial as employees can comprehend better the need for those tasks to exist but are also aware that by performing them, they will receive appreciation for their efforts, which is highly valuable. Others also argue that the outcomes of illegitimate tasks differ within job roles that are broadly defined as compared with rigid job roles as employees might be more accepting of those tasks when their job role isn't highly

defined and structured (Morrison, 2022). There's evidence that role flexibility plays a major role in buffering the negative impact of illegitimate tasks on task performance and work proactive behavior (Ma & Peng, 2019).

Therefore, it cannot be assumed that illegitimate tasks lead to only destructive outcomes, especially within contexts that require more broadly defined jobs for instance. In this sense, employees who perform tasks that they perceive as Illegitimate might be seen by the other stakeholders as going above and beyond for their job, especially in a service climate. In this sense, they will be more appreciated for their efforts and recognized for it not only by their supervisor or subordinates but also by the guests of the hotels. In addition to this, customers or guests in the hospitality industry might be the ones initiating illegitimate tasks to employees, in this sense, customers will appreciate employee's effort to carry out those tasks that fall outside of their role. Based on the cognitive theory, employees might interpret their illegitimate task behavior positively if their efforts were well recognized and appreciated based on the appraisal of the resources available to them. Moreover, based on the SOS theory, individuals seek to maintain a positive social esteem, which can be satisfied by communication or subtle messages. This means that social esteem can be satisfied by performing such tasks that can improve service quality. Hence, the following hypothesis is proposed:

#### **H4. Illegitimate tasks meditates the relationship between service climate and appreciation**

Moreover, appreciation has been viewed by many as a resource to cope with difficult and stressful situations, as appreciation allows individuals to receive social recognition clues about the self which can satisfy their social needs and reduce any other negative feelings (Semmer et al., 2019). For example, It has been found that appreciation reduces anxiety and depression (Heckendorf et al., 2019) and similarly, receiving social support can reduce the effect of mental and physical illness (Uchino et al., 2020) and lastly, supervisors who appreciate their employees were able to buffer the impact of work interruptions mainly on mental well-being; job satisfaction, depression related on the job, sleep issues, and self-efficacy (Stocker et al., 2019). Subsequently, employees receiving appreciation while dealing with job stressors led to lower levels of irritation as the author argues that individuals who have more resources (i.e. appreciation) are considered less likely to

experience vulnerability to resource loss (i.e. job stressors) unlike others with fewer resources (Hobfoll et al., 2018; Kottwitz et al., 2021). Moreover, similar findings are found with social support. For example, it has been found that social support in the workplace can help employees cope better in difficult and stressful situations (Bui Thi & Mai, 2024). It has been argued that workplace social support buffered the relationship between the negative appraisals of the work domain and intentions to leave the organization (Nohe & Sonntag, 2014; Shakoor et al., 2023). Similar findings support the claims that high perceived social support is highly associated with intentions to remain in the organization (Gillman et al., 2023; Karunarathne, 2022; Yan et al., 2021).

Specifically, the argument is made under the assumption that when appreciation is high, it can lower the impact of tasks illegitimacy on the intention to leave. Hence, if employees are appreciated for their efforts and well recognized for them, it can lead to a positive outcome that eventually reduces employee's intention to leave their organization. Hence, the following is proposed:

**H5.** Appreciation mediates the relationship between illegitimate tasks and turnover intention.

#### **2.2.4 SEQUENTIAL MEDIATION**

Employees within the service climate are well aware of the cruciality of providing exceptional service quality for their guests/customers. Service quality is embedded in organizational practices and procedures (Qi et al., 2022). Moreover, broad job descriptions are usually more common in service climates as compared to manufactural or industrial environments. Within the service climate, the nature of tasks often requires a diverse set of skills and adaptability leading to a broader job description (Paulin et al., 2006). Employees in such an environment might be requested to perform tasks that they perceive as illegitimate depending on different factors, specifically the focus here is based on the service climate that might entail employees to take on those tasks. The argument is completely based on the importance of perception, as on one hand the organization/supervisors might not perceive those tasks as illegitimate while the employees will perceive such tasks as unnecessary or unreasonable for them to perform. As previously stated, the legitimacy of the tasks is highly dependent on the context and the employee's perception.

The outcomes of illegitimate tasks can vary, but specifically this study argues that based on the cognitive theory of emotions, employees can experience conflicting emotional responses based on their appraisal of the event, and in line with the SOS theory, individuals tend to aim to satisfy their personal and social esteem. As such, the impact of dealing with illegitimate tasks makes employees experience negative emotions such as anxiety, anger, and depression and lowers their self-esteem (Fila et al., 2023b; Graf-Vlachy et al., 2020; Wang & Jiang, 2023b), which is often associated with qualitative job insecurity.

Moreover, by carrying out tasks that are not legitimate in a climate that recognizes and rewards service achievements, especially for employees who have a positive perception of their organizational service climate, they might not be able to refuse those tasks, which can lead to appreciation from others. Specifically, appreciation can increase one's social esteem and their need for belongingness, which is highly valued in the service climate (Paulin et al., 2006). Thus, the argument is based on the fact that dealing with job insecurity can lead to thoughts about wanting to leave the organization while appreciation can increase the intention to remain despite dealing with illegitimate tasks.

To sum up, while employees deal with illegitimate tasks within a context of high service standards, their emotional response may be conflicting as one hand they may perceive illegitimate tasks to take them away from their core tasks and on the other hand, they may receive gratitude from their colleagues, supervisors and even guests for their effort to deliver such tasks. Hence, there is a need to identify the roles of the multicomponent intervention to explain the predictors and outcomes of the relationship through the development of a sequential mediation chain for a better understanding of the proposed constructs (Koning et al., 2015; Shin et al., 2016; Taylor et al., 2008). Therefore, the following hypotheses are proposed:

**H6.** Sequential mediation from service climate to turnover intention through illegitimate tasks and job insecurity

**H7.** Sequential mediation from service climate to turnover intention through illegitimate tasks and appreciation

### **2.2.5 THE MODERATED ROLE OF SUPERVISOR BOTTOM-LINE MENTALITY**

Supervisors whose core focus is to drive bottom-line outcomes are known to have severe negative effects on employees. This concept is known as the supervisor's bottom-line mentality (SBLM). SBLM has been defined as a one-dimensional mindset that revolves around securing bottom-line outcomes while neglecting other competing priorities (Greenbaum et al., 2012). The dysfunctional nature of SBLM focuses on achieving bottom-line outcomes (e.g., profitability) while ethical or social standards are disregarded in its pursuit (Greenbaum et al., 2012; Riisla et al., 2021). Supervisors whose core focus is meeting the bottom-line often communicate it to the employees who feel pressured to meet their supervisors' demands (Farh & Chen, 2018). Outcomes of SBLM have been the core focus of scholars due to its destructive nature (Greenbaum et al., 2023). For example, Farasat et al., (2022) explained the concept of SBLM within the power perspective as supervisors have the authority to reward employees for meeting the bottom-line demands and punish those who don't. It has also been closely associated with emotional exhaustion and lowering cognitive and emotional job engagement (Brown et al., 2022). As a result of this, employees become workaholics to meet with their supervisor's demand which results in cheating behavior. SBLM also makes employees feel dehumanized (Greenbaum et al., 2023) and increases unethical behavior such as knowledge hiding (Chen, Liu, Zhu, et al., 2022) and unethical workplace behavior (Farasat et al., 2022; Yun Zhang et al., 2020).

It has been found that employees whose supervisor is solely concerned with meeting bottom-line outcomes experience continuous job insecurity which leads to unethical pro-organizational behavior as a result (Zhang, Huiying Zhang, et al., 2021). Similarly, SBLM is closely associated with increased anxiety due to the emotional exhaustion that employees face when demanded to meet their supervisor's demands (Mitchell et al., 2023). Moreover, SBLM is also said to disturb employees work routines and takes them away from their core tasks (Leroy & Glomb, 2018). Therefore, it requires employees to adjust their work patterns to meet the bottom-line demands which can be characterized as challenging (Mitchell et al., 2023)

Building upon the cognitive theory of emotions, employees facing illegitimate tasks will assess the situation based on causes and consequences. In other words, the stressful situation would require employees to determine the causes of the situation, in terms of why it is happening and its

consequences. in this case, consequences towards their job. Hence, it is likely that those tasks will reduce self-esteem, and concerns about the qualities of their job will surface, especially as illegitimate tasks and SBLM can take employees away from their core routine to meet their supervisor's demands. Thus, the following hypothesis is proposed:

**H8.** Supervisor bottom-line mentality moderates the relationship between illegitimate tasks and job insecurity such that the positive relationship will be stronger for employees experiencing more supervisor bottom-line mentality.

SBLM has also been closely linked with achieving high performance. For instance, Zhang et al., (2021) uncovered that supervisor bottom-line mentality positively influences subordinates bottom-line mentality which can enhance their work performance as achieving bottom-line outcomes is their only goal (Wolfe, 1988). It has also been found that SBLM strengthens the relationship between supervisors' expediency and high-performance goals (Fayyaz & Waheed, 2023). In fact, when SBLM is high, it elevates employees task performance and motivates employees obligations toward reaching the bottom-line outcomes (Babalola, Jordan, et al., 2022). Moreover, high SBLM has also been closely associated with thriving at work as employees make it their goal to meet their supervisor's demands leading to better work performance (Babalola, Ren, et al., 2022). Similarly, Chen, Zhu, et al., (2022) found that supervisors whose core focus is meeting the bottom line helped employees identify and commit to the bottom-line objectives which motivated employees to work harder and fostered helping behavior toward their coworkers. Hence, this can indicate that meeting supervisors demands in the form of illegitimate tasks can strengthen the relationship between illegitimate tasks and appreciation.

In line with this, within the service climate, protocols of desired employees' behavior are often made transparent and guide employees towards such behavior (Schneider et al., 2006), hence supervisors put pressure on employees to reach bottom-line goals, even if it is required for the employees to take on more tasks that are not specifically theirs or make sense for them to carry such tasks. Achieving this can result in appreciation for their achievements from supervisors, coworkers, or even guests. Based on the cognitive theory of emotions, employees faced with the stressful situation of illegitimate tasks, will appraise the situation based on the resources available

to them, hence in this case if their supervisor's main concern is achieving the bottom-line outcome, their cognitive reasoning might be based on satisfying their supervisors demands as they will perceive that it will lead to appreciation for carrying out their tasks effectively. Hence, the following is proposed:

**H9.** Supervisor bottom-line mentality moderates the relationship between illegitimate tasks and appreciation such that the positive relationship will be stronger for employees experiencing more supervisor bottom-line mentality.

### **2.3 CONCEPTUAL MODEL**

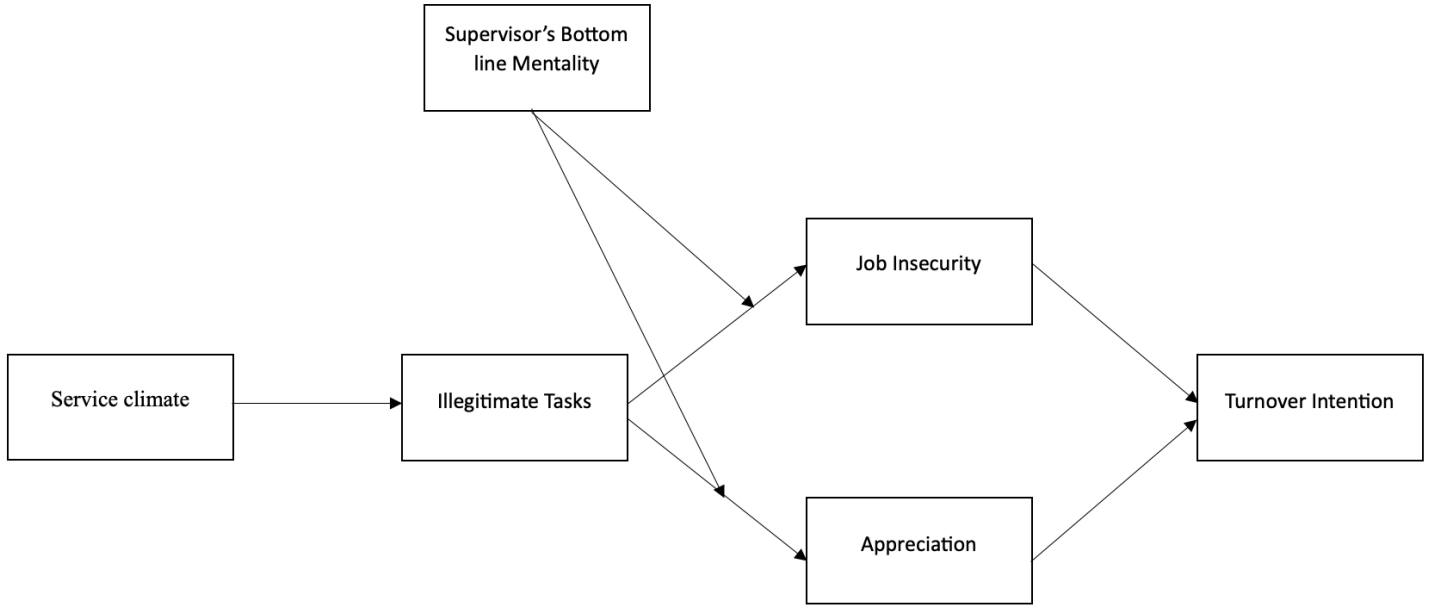
The SOS theory and the cognitive theory of emotions both explain this research's conceptual model. According to the SOS theory, individuals aspire to seek and maintain a positive self-image, and illegitimate tasks pose a threat to employees professional identity leading to personal and social self-esteem challenges (Semmer et al., 2019). Moreover, the SOS theory includes two pathways: personal and social esteem. In terms of personal, individuals tend to evaluate their own standards of performance and not meeting their expectations can result in a feeling of insufficiency and lack of capability ( Semmer et al., 2010, 2015). In this case, employees in the service climate while dealing with illegitimate tasks will self-evaluate their own performance which can lead to job insecurity as their performance might not live up to their expectations. Moreover, job insecurity about one's perception of success can also be due to social comparison. On the other hand, social esteem is also highly valuable as it allows individuals to pick on social cues related to their performance or effort.

When employees are faced with uncertainty due to illegitimate tasks, receiving appreciation from the individuals around them can indicate success and validate their subjective evaluation reasoning. In fact, subjective evaluation is highly dependent on perceived judgments of others (Salancik & Pfeffer, 1978), for example, an employee performing someone else's tasks due to labor shortage might expect others to thank him/her for taking one for the team or at least to feel acknowledgment from others. Moreover, appreciation in this case helps individuals entail social acknowledgment of their own success (Pfister, Jacobshagen, Kälin, Stocker, et al., 2020b) and when they put effort in such a climate, they would expect their successful performance to be



acknowledged. As a result, appreciation and job insecurity will have different impacts on turnover intention as job insecurity can lead to the intention of wanting to leave the workplace as they were not able to meet their own standards while on the other hand, the feeling of appreciated in a positive service climate is often associated it with feelings of success and accomplishment (Pfister, Jacobshagen, Kälin, & Semmer, 2020a) which can lower the intention to leave.

Based on the cognitive theory of emotions, employees in a service climate recognize the importance of providing excellent service to employees, even if it means providing tasks that are outside of their role, this could be explained by the feeling of gratitude towards their organization (Qi et al., 2022) or simply to avoid conflicts (Currie et al., 2023). Hence, cognitive appraisal of the situation is highly dependent on employees reasoning of the cause of the stressful situation. In this case, employees might interpret the causes of illegitimate tasks due to their organizational climate that allows the existence of such tasks. Hence, their emotional response to the situation can be conflict as illegitimate tasks might be viewed as meaningless to the employees, thus causing uncertainty about their jobs and resulting in job insecurities. However, at the same time, it can be seen going above and beyond their way to provide tasks outside of their role, this can inhibit a feeling of appreciation and gratitude towards the employees. In other words, employees can interpret the stressful situation with uncertainty and feel appreciated by the hotel guests/customers, supervisors, and subordinates. Consequently, the employee's emotional response to the situation can impact their behavior in terms of intentions to leave the organization or remain.



**Figure 1 Conceptual Framework**

## 2.4 RESEARCH HYPOTHESES

Presented below are the research hypotheses for this study, which includes 9 total hypotheses

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**H1.** Service climate has a positive effect on illegitimate tasks

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**H2.** Illegitimate tasks mediates the relationship between service climate and job insecurity

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**H3.** Job insecurity mediates the relationship between illegitimate tasks and turnover intention

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**H4.** Illegitimate tasks mediates the relationship between service climate and appreciation

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**H5.** Appreciation mediates the relationship between illegitimate tasks and turnover intention.

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**H6.** Sequential mediation from service climate to turnover intention through illegitimate tasks and job insecurity

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**H7.** Sequential mediation from service climate to turnover intention through illegitimate tasks and appreciation

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**H8.** Supervisor bottom-line mentality moderates the relationship between illegitimate tasks and job insecurity such that the positive relationship will be stronger for employees experiencing more SBLM

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**H9.** Supervisor bottom-line mentality moderates the relationship between illegitimate tasks and appreciation such that the positive relationship will be stronger for employees experiencing more SBLM

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## **2.5 CHAPTER SUMMARY**

The literature review chapter covers the theoretical background of the concept of illegitimate tasks including an overview of what has been done in the last 10 years. The chapter also includes the theoretical background of the stress as offense to self-theory and the cognitive theory of emotions. Additionally, the chapter covers the hypothesis development for this study explaining what has been done in the past that explains the relationship between the variables. The study has nine hypotheses in total. The chapter ends with the conceptual model with an overview of the relationship between the variables and how the theories apply.

## **CHAPTER 3. RESEARCH METHODOLOGY**

The following chapter includes the steps employed, specifically this study follows a time lag approach to collect the data. The following chapter has a different section that involves different steps taken for the methodology. Some steps were taken prior to the data collection including determining the research design including research philosophy and context followed by sample size, formulation of the surveys, and pretesting the surveys. The remaining sections cover the procedure taken during the data collection, participants' demographics, and ethical considerations.

### **3.1 RESEARCH PHILOSOPHY**

Researchers must have a clear understanding of the philosophical foundation of research to select and justify the suitable research paradigm or framework (Khaldi, 2017). The research paradigm has been described as a comprehensive belief system or framework with a set of principles that are used to direct and guide research (Willis, 2007). A thorough understanding of the research paradigm helps in making suitable choices regarding: (i) research questions or hypothesis; (ii) research instruments; (iii) data collection steps and; (iv) procedures in the data analysis and results discussion. Hence, the research paradigm helps researchers choose the appropriate methodology that establishes the objectives of the research and the instruments developed as well as reaching the solution for the investigated problem in the research (Khaldi, 2017). The research paradigm influences research based on the assumption of knowledge and reality. It emphasizes on the knowledge humans possess and how it has matured over time (Saunders et al., 2012),

In research, data is usually collected to test or build a theory depending on the inductive or deductive distinction. The inductive reasoning or what is referred to as the bottom-up process begins with a specific observation and advances toward a broad conclusion or theory. On the contrary, deductive reasoning, or what is referred to as the top-down process begins with a general statement, or the first premise followed by a specific second premise inferred from the first statement and with logical reasoning leads to a precise conclusion (Ali & Birley, 1999). This study follows the deductive approach as it begins with the hypothesis created based on the existing

literature and theory followed by gathering data to test the hypothesis and lastly, deciding to accept or reject the hypothesis based on the results of the collected data.

The major research paradigms that researchers use in social sciences are: (i) Interpretivism; (ii) Critical realism; and (ii) Positivism. Different steps are included in the research process that hold different assumptions. The epistemology aspect refers to the assumption of knowledge from humans, the ontological aspect refers to assumptions on social realities, and the axiological aspect refers to the assumptions of the values of the researchers that may influence the process of the research (Saunders et al., 2012).

### **3.1.1 ONTOLOGY CONSIDERATION**

The nature of reality and being is considered the foundation of the ontological premise. Within the ontological perspective, reality is assumed to not be dependent on the knowledge of individuals (Furlong & Marsh, 2002). The ontology assumption differs significantly based on which philosophical paradigm is applied when attempting to comprehend the nature of realism. Depending on the use of objectivism or subjectivism, individuals will have extremely different beliefs and interpretations regarding the nature of realism, social constructs, and entities. Within the research context, objectivism refers to what is external to social influences, which reflects realism. Hence, within objectivism, the internal perceptions of researchers are not considered (Saunders et al., 2019). The objectivism perception of singular reality is associated with the positivism paradigm (Creswell, 2009). On the other hand, the subjectivism approach emphasizes on the social phenomena that are built upon the perceptions and behaviors of social factors. The shared meanings and realities reflect the social construct that is entirely centered around intersubjectivity (Saunders et al., 2012).

It is typically believed that empirical studies can be used to establish true reality, the positivism approach is the most frequently connected to such studies (Creswell, 2009). The objectives of this study are to investigate the influence of service climate on turnover intention through illegitimate tasks, job insecurity, and appreciation with the moderating role of supervisors' bottom-line mentality. This study seeks to find the cause-and-effect relationship between the variables based on the existing literature, hence it follows the positivism paradigm. This study relies on the

assumption that a causal relationship between the variables exists, specifically variables that are well-understood in the literature.

### **3.1.2 EPISTEMOLOGY CONSIDERATION**

The view of knowledge is considered a critical aspect of the epistemology consideration. The sole aim of scientific research is to develop knowledge. However, there is a difference between interpretivism and positivism regarding what is considered to be knowledge and which knowledge is considered to be valid (Saunders et al., 2012). The philosophy of positivism takes the form of a quantitative method to gather data on an apparent reality. This approach revolves around the idea that knowledge must be developed objectively and deprived of any influence from the researchers or participants involved in its development (Clark, 1998). Hence, knowledge when developed appropriately by researchers is considered truth and consistent with reality. However, to be able to develop such truth, separation between the researcher and participants is a must (Howell, 2012). Therefore, the core emphasis of the philosophy of positivism is to operate in objectivity and dualism (Hansen, 2004). This study aims to provide additional knowledge to the existing literature through the verification of the study's hypothesis that are based on statistical analysis rather than subjective assumption. Therefore, it recognizes that the results are independent of the researcher through the separation between the researcher and participants to reduce bias.

### **3.1.3 AXIOLOGY CONSIDERATION**

The Axiology assumption relates to the values and judgment of individuals (Collis & Hussey, 2014). Unlike the Interpretivism approach, positivism does not rely on subjectivity, hence it dismisses individuals' experience and values. This entails the researcher during the collection of data to remain objective and not interact with the participants. Moreover, the researcher should not be involved in a meaningful way that can have an influence on the results (Park et al., 2020; Schrag, 1992). This study entails that the researcher's values and experience have not influenced the result as guided by the positivism paradigm. Specifically, the data gathered for the study are free of bias and the outcome is based on provable data rather than being altered by the researcher. The conclusion of this study reveals verifiable facts that can be logically and statistically defensible.

Hence, the researcher is independent, and the personal values do not affect the research subjects in any way.

### **3.2 RESEARCH DESIGN**

Research design has been described as the systematic way of research planning that results in a conclusion that can be considered valid (Reis & Judd, 2000). The research design guides researchers with the aim of achieving the objectives of the study. The common three approaches to research design are quantitative, qualitative, and mixed methods. Primarily quantitative, quantitative, and mixed methods answer different questions and accomplish different conclusions (Vogt et al., 2014). The quantitative design is distinguished as it measures the relationship between variables through the use of numerical measures that are analyzed using various statistical methods and techniques (Saunders et al., 2012). On the other hand, qualitative research requires meanings expressed with words and the mixed method consists of one study that includes measures from both qualitative and quantitative (Williams, 2007). Fundamentally, the quantitative approach in research is often associated with the examination of a social phenomenon or a human issue that requires the use of statistical analysis while examining a theory to see if it predicts or explains the given issue or problem (Creswell, 1994).

The purpose of this research is to examine the relationship of service climate on turnover intention through illegitimate tasks, job insecurity, and appreciation and the impact of supervisors' bottom-line mentality. Therefore, the quantitative approach is used as it allows the researcher to answer the research questions, accomplish the objectives of the study, and confirm or reject the proposed hypothesis. Hence, the results from such studies are used to approve or refine existing theories from the literature and lead to improved direction or hypotheses for future studies (Briggs et al., 2012; Park et al., 2020). Moreover, the quantitative approach is the most suited for the proposed research as the variables are well-established in the literature and can be measured through well-developed instruments with the aim of finding any exchange between the variables.



### **3.2.1 SURVEY DESIGN**

Surveys are considered a tool to collect data and are often associated with the deductive approach in research. Specifically, in business and management research, surveys are considered a common and popular tool as they allow a large amount of data to be collected in an extremely economical way (Saunders et al., 2012). Questionnaires are often used to obtain such data, as the data can be standardized and are considered relatively easy to explain and understand. Moreover, the data collected is quantitatively analyzed through the use of statistical techniques. Usually, the sole purpose of the survey strategy in research is to confirm or reject possible relationships between variables. Moreover, through the appropriate sampling technique, it is possible to generalize the findings of the study that are representative of the sample population (Lewis et al., 2007). For this study, survey research is adopted for the methodology. As it provides a tool to collect a large amount of data on the sample population and standardize the findings concerning the chosen variables and their relationship. Specifically, questionnaires are used as an instrument for the collection of the data. Moreover, the study employs a time lag of three weeks between time 1 (T1) and time (T2) as recommended by Semmer (2015). In T1, the questionnaire consists of 16 items in total while in T2, 14 items are included. Moreover, both questionnaires include a cover page that briefly explains the proposed study and ensures the confidentiality of the participants and voluntary participation (see appendix A and B).

### **3.3 CONTEXT**

The hospitality industry provides various benefits to the country's economic growth, social cohesion, and culture exchange offering countless opportunities to individuals and local communities. At its core, the industry is a significant driver for job creation with various job opportunities for different roles and skills levels. Including frontline employees in hotels to management positions and support, the industry offers diverse roles and opportunities for the local workforce and gain valuable experience. The job creation does not only provide individuals with financial stability but also has a broader contribution to the growth of the economy by encouraging consumer spending, boosting tax revenue, and increasing the demand for goods and services.

The industry also plays a vital role in the development of tourism, attracting tourists and driving economic activities. Domestic and international tourists seek entertainment, accommodation, leisure activities, and food and beverage which all contribute to the revenue growth of businesses, local economies and encourage the growth of local entrepreneurship. Moreover, the increased number of tourists does not only impact hospitality businesses directly but also drives demand for ancillary sectors such as retail, transportation, and entertainment. Additionally, the increased tourism activity encourages investment in infrastructure development, supports the preservation and conservation of historical and cultural sites and community development. Overall, tourism helps enhance the quality of life for both residents and visitors. Beyond the economic gains, tourism encourages cultural and social exchange as it brings people together of different nationalities and religions and contributes to greater acceptance, which can improve the country's relationship with other countries (Inan, 2024). Lastly, tourism can help enhance the country's image globally.

The Covid-19 pandemic has severely impacted the hospitality industry in Pakistan resulting in significant job losses and financial burdens. Moreover, the industry has also suffered from natural disasters. However, The industry has been able to achieve 92% recovery from the pandemic and other losses, making it one of the fastest countries to make a full recovery (Inan, 2024). Recently the tourism and hospitality industry in Pakistan has been significantly growing and developing, making it an essential industry for Pakistan's economy. In 2022, the tourism and hospitality industry has made a contribution of 5.9% to the country's gross domestic product (GDP) and is forecasted to rise by 6.7% per annum (pa) by 2033 and account for 1.7% of the total employment (World Travel & Tourism Council, 2023). The industry consists of a wide range of businesses including hotels, restaurants, travel agencies, event management, and resorts with the shared aim of providing exceptional travel experiences for visitors. The industry has been described as 'promising' due to the increased number of tourists (Zahid, 2023, para. 2). Specifically, the number of international travelers in 2023 has reached 97,500 which is considered record-breaking and the highest in the last 7 years (Ghani, 2024). Moreover, tourism is expected to contribute more than USD 3.5 billion over the upcoming period to the economy (Mordorintelligence, 2023).

The hotels in Pakistan are also experiencing major growth and development. According to Statista, (2024), the revenue of the hotel market is forecasted to reach USD 1.44 billion by 2024, with a

growth of 3.77% pa till 2028. The growth is mostly due to the increase in domestic tourists and initiatives from the government promoting Pakistan as a tourist destination (Statista, 2024). Moreover, tourism in Pakistan has also received international coverage, as it received the best-performing tourist destination award in 2023 from the World Tourism Barometer (UNWTO, 2024). The industry currently employs approximately 3.5 million employees and is expected to create an additional 10 million jobs in the upcoming years.

The increased number of tourists is also expected to drive demand for restaurants, hotels, lodging, and other similar services. The government has established major initiatives to promote and develop the industry, such as introducing e-visas and visas on arrival to ease the visa process and strengthen security procedures and infrastructure development (Zahid, 2023). Furthermore, government educational institutions have developed plans with the aim of enhancing tourism in the country, including propositions for the creation of a standardized hospitality services curriculum, and offering online courses for training and development. Especially as successful hospitality businesses are focusing on enhancing and developing their employees skills to meet customers expectations which can improve the overall experience of the visitors (Mehboob, 2023). The industry's growth has also driven foreign investment into the country, including an increase in investments from global hotel chains and tourism development. This can also lead to new market opportunities for Pakistan making it an attractive destination for foreign direct investments (Mordorintelligence, 2023)

### **3.4 SAMPLE SIZE**

Determining the size of the sample prior to the data collection is critical in order to achieve sufficient results. The process began with the use of different sample size techniques that are recommended in the literature. Firstly, the sample-to-item ratio is used to determine the sample size based on the number of items, which should not be less than a 5 to 1 ratio (Hatcher, 1994; Suhr, 2006). Thus, for this study, the total number of items is 27, meaning the sample size should not be less than 150. Moreover, Power analysis is considered an effective way to determine the appropriate size for the sample. Through the use of the application G\*power, the sample size for the study is determined and the results show that 98 respondents are needed in order to accomplish 80% of statistical power to reach the medium effect of 0.5 and within a significant level of 5%

(Hair et al., 2014, 2017; Memon et al., 2020). Lastly, due to the use of SmartPLS, the previous sample sizes can be considered too small to yield sufficient statistical analysis, it has been recommended for Partial least squares structural equation modeling (PLS-SEM) to have a sample size between 160 and 300 (Cheah et al., 2020; Memon et al., 2020). Hence, the sample size used for this study (n= 206) is above the minimum requirement for the sample size.

### **3.5 PRETESTING**

Prior to the data collection, pretesting of the questionnaire was conducted. Pretesting is considered a valuable and necessary step that should not be avoided. Pretesting has several benefits including pinpointing problem areas, measurement error reduction, determining if respondents are interpreting the questions the way they are supposed to, and determining if the order of questions is somehow influencing the respondents' answers (Ruel et al., 2016). In other words, pretesting helps researchers decide if the survey is functioning appropriately as a valid and reliable means to collect the data (Converse & Presser, 1986). Hence, pretesting is important as it takes into account the respondent's interpretation prior to the data collection which can highlight issues within the questionnaire that researchers were not able to interpoint. For example, respondents might find the terminology unfamiliar and difficult to understand. For the pretesting, it has been highlighted that it should include respondents from the initial population sample as it should include the same cultural and demographic profile from whom the study is intended to collect the data from (Ruel et al., 2016)

For this research, the process of pretesting began by determining the number of respondents that should be included. Usually, 10% of the total planned sample is recommended for the pretesting (Perneger et al., 2017), and as the minimum requirement of the sample size for this study is 160, the pretesting included 20 participants from a 3-star hotel in Islamabad. The selected participants matched the study's criteria, and the process began by confirming their willingness to participate and debriefing the participants about the pretesting process and what was required from them. The pretesting involved a one-to-one session and employed two recommended pretesting techniques (Memon et al., 2017; Perneger et al., 2017; Wardropper et al., 2021) and each participant was asked to complete the two surveys. Moreover, as this study uses both online and hardcopy surveys, some were asked to answer the online version while others were asked to complete the hardcopy.

The first pretesting technique involves giving the participants the questionnaire and discussion occurs after they have completed the survey. The discussion involves reviewing each question, specifically asking what they believe each item is asking, this helps in understanding if everything is clear in terms of wording and language and if there is any confusion. Also, it is important to ask the participants if there are any additional comments they would like to make about the survey. The second technique involves participants voicing out their thoughts while answering the survey including any comments about confusion, needing clarity, or anything that comes into their mind.

Findings reveal successful pretesting sessions as all respondents were able to understand the items as intended and there was not any confusion or ambiguity. The average time for survey completion was around 6 minutes for each survey, indicating sufficient length. Lastly, there were a few comments about not being comfortable putting in their employment ID or because HR might not be happy about it. Hence, a slight adjustment was made to add an additional way to identify respondents other than employment ID.

### **3.6 PROCEDURE**

The sampling frame could not be obtained due to connection restriction, meaning the study had to follow non-probability sampling. Specifically, this study uses a purposive sampling technique or what is often referred to as selective or subjective sampling. Purposive sampling is employed for the selection of respondents which can most possibly generate suitable and valuable data for the study (Kelly, 2010) and allows researchers to pick and choose the population they prefer to examine based on the objectives of the study. This is a well-accepted and adequate method in the research (Fauzi & Sheng, 2021). The respondents were chosen based on the following criteria: firstly, they should be employed in 3-, 4- or 5-star hotels in Pakistan, secondly, they should be employed for at least one year in their current organization and thirdly, they should be older than 18 years old and lastly, to be able to read and write in English. The reason for choosing 3-, 4- and 5-star hotels is that the context is highly important, specifically service climate is more likely to be found in such hotels that have high service standards as recommended by the literature (Hoang, 2022; Lin et al., 2021).

The study's participants were reached out through two ways; first 3-, 4- and 5-star hotels in Islamabad were contacted through emails and by directly meeting with HR executives and explaining the study and if they were willing to let their employees participate. Out of 10 hotels, four hotels agreed to participate and have requested to fill out hard copies of the surveys. While online surveys are usually preferable as they ensure anonymity and respondents are more comfortable answering on their own time, this was not possible. This was due to many of the respondents being low-level employees who might not have access to devices to answer the survey or lack of internet connection as explained by some of the hotel executives. Secondly, individuals from the industry were contacted and specifically requested to forward the online survey to those who met the criteria. The employees who met the criteria were then asked to fill out two surveys within a time lag of three weeks for the relationship between illegitimate tasks and their outcomes as recommended by Semmer (2015). To help identify the participants, in the demographic section of the survey participants were asked to write the last four digits of their phone numbers to help match the two surveys together as recommended by Currie et al., (2023). The data collection process took approximately two months to complete, specifically, data was collected from November to the end of December.

In the first phase, 315 employees responded to the first survey and after exactly three weeks, those who answered the first survey were requested to fill out the second survey: 300 responded. Many of the surveys were then discarded including ones that did not meet the criteria, also if there was a pattern that included the same answer four times or more in a row, indicating random answers which were also removed. Moreover, the ones that were not filled entirely were also removed and lastly, the ones that did not have a match were also removed. In the end, the sample of this study includes 206 respondents for both online and hard copy surveys.

### **3.7 PARTICIPANTS**

The majority of respondents include low-level non-managerial employees working in frontline positions in the hotel. Specifically, the data includes respondents in different positions including front desk offers, reservation officers, drivers, guest service, security, room attendees, bellboys, sales representatives, housekeeping, and chefs.

The final sample of respondents includes a majority of males (69%) and less than half were females (31%), and more than half (58%) of the participants are aged between 31-40 years old followed by 20-30 years old (41%) and lastly almost to none 41-50 years old (1%). As for the educational qualification, the majority have an intermediate level education (69%) followed by bachelor holders (30%), and almost none have a master's degree (1%) or PhD. Lastly, the organizational tenure for most of the participants is closely matched between 3- 6 years (46%) followed closely by 1-2 years (42%) and a few 7-10 years (12%).

**Table 3 Demographics of the Participants**

<b>Demographic variable</b>	<b>Category</b>	<b>Frequency</b>	<b>%</b>
<b>Gender</b>	Male	142	69
	Female	64	31
<b>Age</b>	Below 20	1	0.4
	20-30	84	41
	31-40	119	58
	41-50	2	1
	Above 50	0	0
<b>Educational Level</b>	Intermediate	141	69
	Bachelor	64	30
	Masters	1	1
	PhD	0	0
<b>Years of Experience</b>	<1 year	0	0
	1-2 years	86	42
	3-6 years	96	46
	7-10 years	24	12
	>10 years	0	0

### **3.8 MEASURES**

The following measures were used for the research as recommended by the literature. The measures were then divided into two different surveys in order to collect the data in two phases: Time one (T1) and time two (T2). In T1, service climate, job insecurity, appreciation, and SBLM

were included which consisted of 16 items in total. In T2, the survey includes illegitimate tasks, turnover intention, and SBLM and consists of 14 items in total. SBLM is collected on both phases to determine if its effect is consistent in both periods. Questionnaire 1 and Questionnaire 2 are both attached in the appendix.

**Service climate** includes six items developed by Pimpakorn & Patterson, (2010) that were all adopted. SC is defined as a climate that rewards and recognizes employees' customer service efforts and behaviors (Bowen & Schneider, 2014). Sample items include "We have an excellent customer complaint handling system for service follow-up." And "We are provided with the tools, technology, and other resources to deliver excellent service".

**Illegitimate tasks** consist of eight total items established by Semmer et al., (2010) including four items that measure unnecessary tasks and four items to measure unreasonable tasks. Sample items for unnecessary tasks "Do you have work tasks to take care of which keep you wondering if they have to be done at all?" and "Do you have work tasks to take care of which keep you wondering if they would not exist (or could be done with less effort) if it were organized differently."

Sample items for unreasonable tasks include "Do you have work tasks to take care of, which you believe are going too far, which should not be expected from you?" and "Do you have work tasks to take care of, which you believe are unfair that you have to deal with them?" The response range is from never (1) to frequently (5)

Initially, Semmer et al., (2010) conceptualized and confirmed the construct of illegitimate tasks as a one-factor construct that includes two indicators (unnecessary and unreasonable tasks). This study, as the aim is to investigate the overall impact of illegitimate tasks on employee turnover intention, regards it as a one-factor construct and considers the overall average of the 8 items to measure the whole score of the construct.

**Job insecurity** is measured with a four-item scale developed by Van et al., (2014). All items were adopted. Job insecurity covers the qualitative aspects of it, which is defined as the fear of losing valuable job-related qualities or features (Clark, 1998; Hellgren et al., 1999). Sample items include "I feel insecure about the characteristics and conditions of my job in the future." And "I am worried



about how my job will look like in the future”. The response ranged from strongly disagree (1) to strongly agree (5).

**Turnover intention** consists of three-item scales developed by Li et al., (2017) which all were adopted. Sample items include “I am always thinking about quitting my current job” and a negatively worded “I am not planning to quit my job”. With the response ranged from strongly disagree (1) to strongly agree (5)

**Appreciation** includes three items developed by Jacobshagen et al., (2008) that measure appreciation received from supervisors, customers, and colleagues. All items were adopted except one that was slightly adapted to fit the study from “My patient” to “Customers”. Sample items include “My supervisors praised me when I carried out my tasks well” and “My colleagues showed how much they valued my opinion by asking for my advice” With the response ranging from strongly disagree (1) to strongly agree (5)

**Supervisors bottom-line mentality(SBLM)** scale includes four items developed by Greenbaum et al., (2012) which were all adopted. SBLM is defined as securing bottom-line while neglecting any other priorities (Mawritz & Eissa, 2012). Sample items include “My supervisor cares more about profits than employee well-being.” And “My supervisor treats the bottom-line (profit) as more important than anything else.”. With the response ranged from strongly disagree (1) to strongly agree (5)

### **3.9 COMMON METHOD BIAS**

Common method bias was a possible risk due to the nature of the study, specifically caused by the use of a self-report survey derived from a single source only. Procedural and statistical controls were conducted to minimize common method bias as recommended in the literature (Kock et al., 2021; Podsakoff et al., 2012). Procedural control suggests remedies aimed at decreasing or eliminating common method bias based on questionnaire design and is highly crucial as only employing statistical solutions may not be sufficient (Kock et al., 2021). Various scholars explain procedures that are helpful within the questionnaire design stage (e.g. Baumgartner & Weijters, 2012; Podsakoff et al., 2012). The suggestions include effective and simple ways to improve the

accuracy of responses: this includes developing clear questionnaire instructions and ensuring participants that their participation will be kept anonymous and avoiding ambiguous items that could be interpreted differently. It is also recommended to keep the survey as concise as possible and avoid item redundancy in order to motivate the respondents. A negatively worded item is also often used to diminish the biasing effect (Baumgartner & Steenkamp, 2001). Those producers were effectively implemented for this study as a way to eliminate common method bias in the questionnaire. Specifically, a cover page in both surveys includes information that highlights the purpose of the study, ensures anonymity of participants, and states that it's completely voluntary. Also, a negatively coded item was included.

It has also been recommended to have separate sources for the independent and dependent variables, meaning each construct should be obtained from a different source. However, this was not possible for this study, instead Podsakoff et al., (2012) suggests that when it is not possible to do so, researchers should consider temporal separation. This refers to the collection of one source of data but at different points in time. Hence, this research includes two points in time for the data collection from one source (employees). Specifically, the independent and dependent variables were not included in one survey but were separated from each other in two different surveys.

Secondly, the study employs statistical techniques after the completion of the data collection. The statistical techniques are intended to identify common method bias rather than prevent it (Kock et al., 2021). One of the most common methods is the use of Harman's single factor (Harman, 1976) or what is referred to as a one-factor test that helps in detecting common method bias (Fuller et al., 2016; Podsakoff et al., 2003). The test conducts exploratory or confirmatory factor analysis in order to detect if common method bias has occurred. The test includes adding all measured items in order to produce one factor. If the results of one factor are higher than 50% of the variance, that would mean a common bias has been identified. The Harman single-factor test was used for this study's data and results indicate that the maximum variance that can be explained by a single factor is 38%. Thus, indicating that common method bias has not been detected.

### **3.10 ETHICAL CONSIDERATION**

Ethics refers to moral guidelines and standards that individuals behave according to within communities or professions (Wellington, 2000). Research that complies with ethical standards improves the research's caliber in both the scope and areas of accountabilities (Fisa Adilla Nafsi, 2023). All researchers should confirm that research ethics are met, by ensuring that all research activities are properly and conscientiously performed and that the results and theories are reported and discussed accurately (OIST, 2017). It may be asserted that ethics is concerned with norms, common evaluations, and beliefs rather than subjective or individual values (Fisa Adilla Nafsi, 2023). Moreover, there are a set of ethical considerations that researchers should adhere to within their research including the following:

- 1- Ensuring voluntary contribution from the participants and the right to leave the study at any given time
- 2- Providing participants autonomy including freedom of choice
- 3- Offering informed consent to participants that includes the purpose of the study, benefits, potential risks, and funding before they accept/reject to participate
- 4- Guaranteeing anonymity and confidentiality by ensuring that the participant's identities are not shared or linked to the data and report
- 5- Avoiding conflict of interest that may influence the research's methodology and results
- 6- Disclosure of any potential threat including physical or emotional harm
- 7- Ensuring that the results communicated are accurate and free of any plagiarism, data manipulations, or research misconduct.

The entire process of this study has taken into consideration the application of ethical standards including participants autonomy, voluntary contribution, informed consent, ensuring anonymity and confidentiality, conflict of interest, minimizing all types of harm, and communicating the results accurately. Specifically, when done appropriately, the consent process ensures that individuals are prepared to participate willingly when they are provided with information regarding the research including any potential consequences. Such information that is likely to influence their willingness to participate is often provided in a form that they are able to follow and understand (Gajjar, 2013). Researchers need to keep track of informed consent either verbally or in documented form.

This study ensured to attach a cover letter with every questionnaire (see appendix A and B) that included information about the researcher, institution, purpose of the research, expected duration including the time lag between survey 1 and survey 2, and contact information of the researcher and supervisor if the participants needed further information or have any questions. The cover letter also informs participants that participating is completely voluntary and they have the right to withdraw at any given time and ensuring that their identities will not be shared with anyone. The cover letter is vital for participants to understand more about the research and make decisions accordingly about their willingness to participate. Moreover, as this study approached different organizations for the data collection, the cover letter helped in communicating information about the research to the HR departments within different organizations.

Participants' autonomy indicates providing research participants the freedom to make independent choices and decisions including their willingness to participate, continue to participate, and be part of the research and the right to withdraw their data (Schaefer & Wertheimer, 2010). Forcing participants to participate in the research is inappropriate and considered problematic. Participants have the right to withdraw from the study at any given time including the withdrawal of any data provided by them entirely without providing any reasons or obligations, including refusing to answer any given question/questions. This study ensures that the data collected from hotel employees were all voluntarily and have the right to make decisions regarding their participation and withdrawal at any given time without any obligations.

Confidentiality and anonymity are important ethical practices that are intended to protect the privacy of the participants while collecting, analyzing, and reporting the research's results (Coffelt, 2017). Confidentiality refers to the protection of the raw data and sharing of the aggregated results that separate personal or identifying characteristics of the participants. Anonymity refers to the collection of data without obtaining identifying information and ensuring it cannot be traced back to individuals or organizations (Badampudi et al., 2022). The result of the research should be generalized to ensure that the identification of individuals or organizations is not known. In the current study, the participants were ensured that their identities would not be shared with anyone including their organization. This helps in making sure they can answer the questions honestly

without fear of any negative consequences and ensuring no emotional or physical harm is done to the participants. Moreover, due to the design of the study, adding a form of identification was crucial to match the two surveys together. However, ensuring the form of identification can still keep their identities private was a must. Hence by providing the four digits of their phone number can keep their identities private and provide a way to match the surveys together. It was also crucial to ensure the hard copy forms collected were not shared with a third party and limit the number of individuals who have access to them. This ensures that the participant's identities are not known and protects them from any potential harm from their organization, especially due to the nature of this study which can be perceived negatively by some organizations. Hence, the participants identities and their organizations cannot be traced back or identified in any way or form.

Throughout the entire study, no conflict of interest has been conducted in any way or form including personal, financial, or institutional. Conflict of interest can compromise the integrity and credibility of the research and is considered problematic and unethical. Moreover, it's also important that the results communicated should be entirely accurate without any form of misconduct or manipulation. The data obtained and stored is only accessible by the researcher and the supervisors and no third party has been involved. In addition, no form of results manipulation to portray the desired outcome has been performed in this study.

By taking into account the ethical standards of research, this study demonstrates a strong commitment to ensuring that the procedures and practices comply with ethical principles and standards as understood by the researcher. This research assures to meet the rights of the participants, researcher, and anyone else involved in an ethical consideration.

### **3.11 CHAPTER SUMMARY**

The methodology chapter covers the methods undertaken for this research including the research design of the study, context, process, participants, and ethical considerations. For this study, a quantitative methodology was undertaken in line with the positivist and deductive approach. Pre-testing was conducted prior to the collection of the data with 20 participants. The data is collected from 3-, 4- and 5-star hotels in Pakistan with a purposive sampling technique through questionnaires with a time lag of three weeks. The questionnaire was distributed mostly in person and some online with the online survey and the final sample of the data includes 206 employees. Common method bias was applied to ensure the data is free from bias. Lastly, ethical considerations were applied throughout the entire process of the study.

## **CHAPTER 4. DATA ANALYSIS AND RESULTS**

The following chapter covers the measures taken for the data analysis of the research. In order to test the hypothesized model, both SPSS and SmartPLS 4 were used, specifically partial least square structural equations modeling (PLS-SEM) that allowed the testing of the inner and outer model. In the first stage, inner model analysis was conducted, specifically to test the reliability and validity of the data, this is considered an important step as it allows researchers to determine if the measurement model can meet the required criteria to proceed with assessing the structural model (Hair et al., 2018). This included reliability, internal consistency, discriminant validity, and convergent validity. After indicating satisfactory results of the measurement of the model, the second stage involves testing the structural model through PLS-SEM. This involves statistical significance and its relevance to the path coefficient.

### **4.1 INTERNAL CONSISTENCY RELIABILITY**

Composite reliability (CR) was used to explain which item is reflected in the latent construct. Higher values generally mean higher reliability, specifically values ranging between 0.7 and 0.9 are considered satisfactory. However, a value higher than 0.95 can be regarded as problematic as it implies that the items are redundant which can reduce construct validity and can also indicate an undesirable response pattern (Diamantopoulos et al., 2012; Drolet & Morrison, 2001). The results presented in Table 4 indicate an acceptable CR; SC (0.793), IT (0.925), SBLM (0.881), Job insecurity (0.808), Appreciation (0.760), and turnover intention (0.898). Moreover, CR allows to effectively assess the reliability as the items are weighted based on the indicators, which the reliability is considered higher than the use of Cronbach's alpha (Hair et al., 2018),

### **4.2 CONVERGENT VALIDITY**

Convergent validity explains to which extent the construct converges explains its items variance which is reflected in the measurement of average variance extracted (AVE). 0.5 and higher is considered an acceptable AVE as it reflects that the constructs explain the variance of its items for at least 50% (Hair et al., 2018). The results in Table 4 reveal an acceptable AVE; SC (0.562), IT (0.674), SBLM (0.711), Job insecurity (0.522), appreciation (0.532), and turnover

intention (0.814). Based on the results of the CV, six items were removed due to low loading, including SC2, SC3, SC5, IT5, IT8, and TI3. Moreover, some items that are lower than 0.7 were kept due to the construct having AVE higher than 0.5 as recommended in the literature (Hair et al., 2017).

**Table 4 Factor Loading, CR and AVE**

<b>Construct</b>	<b>Items</b>	<b>Loadings</b>	<b>CR</b>	<b>AVE</b>
<b>Service climate</b>	SC1	0.744	0.793	0.562
	SC2	0.815		
	SC3	0.685		
<b>Illegitimate tasks</b>	IT1	0.855	0.925	0.674
	IT2	0.879		
	IT3	0.813		
	IT4	0.760		
	IT5	0.784		
	IT6	0.83§		
<b>Supervisor bottom-line mentality</b>	SBLM1	0.830	0.881	0.711
	SBLM2	0.899		
	SBLM	0.798		
<b>Job Insecurity</b>	J11	0.781	0.808	0.522
	J12	0.845		
	J13	0.727		
	J14	0.484		
<b>Appreciation</b>	AP1	0.912	0.760	0.532
	AP2	0.454		
	AP3	0.746		
<b>Turnover intention</b>	TI1	0.912	0.898	0.814
	TI2	0.893		

### **4.3 DISCRIMINANT VALIDITY**

Discriminant validity is used to assess the extent to which a construct in the structural model is empirically distant or separated from the other concepts (Hair et al., 2018). Put differently, it is



used to determine if the latent constructs are different from each other and are not measuring the same thing which would result in a multicollinearity issue. Hence, researchers should determine if such an issue is present otherwise the interpretation of the model could be misleading or useless if discriminant validity is not properly addressed (Ab Hamid et al., 2017). The Fornell-Larcker Criterion (Fornell & Larcker, 1981) is the most frequently used method for determining discriminant validity. According to this test, the construct square root of AVE should be more than the correlation between the other constructs. The results presented in Table 5 show satisfactory discriminant validity as all construct's square root of AVE is higher than the correlation of the other constructs as presented below.

**Table 5 Discriminant Validity (Fornell-Larcker Criterion)**

	<b>APP</b>	<b>SBLM</b>	<b>IT</b>	<b>JI</b>	<b>SC</b>	<b>TI</b>
<b>APP</b>	0.729					
<b>SBLM</b>	-0.258	0.843				
<b>IT</b>	-0.275	0.417	0.821			
<b>JI</b>	-0.345	0.543	0.288	0.722		
<b>SC</b>	0.560	-0.439	-0.380	-0.262	0.750	
<b>TI</b>	-0.191	0.318	0.807	0.268	-0.279	0.902

#### 4.4 STRUCTURAL MODEL ANALYSIS

The hypothesized relationship between the construct is reflected in the structural model. The model is tested to indicate if the hypotheses are supported or not. The results are presented in Table 6. Hypothesis 1 indicates SC has a positive direct impact on illegitimate tasks ( $\beta = -0.380, t=5.460, p= 0.000$ ); therefore, indicating H1 is supported. Hypothesis 2 indicates a positive mediation effect of illegitimate tasks between SC and job insecurity ( $\beta = 0.110, t=2.777, p= 0.003$ ); indicating H2 is supported. Hypothesis 3 indicates a positive mediation effect of illegitimate tasks between SC and appreciation ( $\beta = 0.205, t=2.142, p= 0.016$ ); indicating H3 is supported. Hypothesis 4 includes

a positive meditation effect of job insecurity between illegitimate tasks and turnover intention; ( $\beta = 0.0135, t=0.640, p= 0.261$ ); indicating H4 is rejected. Hypothesis 5 indicates a positive mediation effect of appreciation between illegitimate tasks and turnover intention ( $\beta = 0.0340, t=0.723, p= 0.235$ ); which reveals that H5 is rejected. Hypothesis 6 includes a sequential mediation of SC on turnover intention between illegitimate tasks and job insecurity ( $\beta = -0.0302, t=0.614, p= 0.270$ ); indicating H6 is rejected. Hypothesis 7 includes a sequential mediation of SC on turnover intention between illegitimate tasks and appreciation ( $\beta = 0.0211, t=0.575, p= 0.283$ ); indicating H7 is rejected. Hypothesis 8 includes a positive moderation effect of SBLM between illegitimate tasks and job insecurity ( $\beta = 0.156, t=1.692, p= 0.045$ ); meaning H8 is supported. Hypothesis 9 indicates a positive moderation effect of SBLM between illegitimate tasks and appreciation ( $\beta = 0.1366, t=2.6113, p= 0.0097$ ); indicating H9 is supported.

**Table 6 Model Estimation and Results of Hypothesis Testing**

Relationship	Beta	STDEV	t values	p values	Decision
SC → IT	-0.380	0.070	5.460	0.000	Accepted
SC → IT → JI	0.0224	0.040	2.777	0.003	Accepted
SC → IT → AP	0.1155	0.050	2.142	0.016	Accepted
IT → JI → TI	0.0135	0.021	0.640	0.261	Rejected
IT → AP → TI	0.0340	0.047	0.723	0.235	Rejected
SC → TI → JI → IT	-0.0302	0.008	0.614	0.270	Rejected
SC → TI → AP → IT	0.0129	0.022	0.575	0.283	Rejected
SBLM* IT → JI	0.156	0.092	1.692	0.045	Accepted
SBLM* IT → AP	0.119	0.0523	2.6113	0.0097	Accepted

Note. SC = service Climate, IT = illegitimate tasks, JI = job insecurity, AP = appreciation, TI = turnover intention, SBLM = supervisor bottom-line mentality

**Table 7 Indirect Effect Estimation**

Hypotheses	Beta	STDEV	CI	Decision
SC → TI → JI → IT	-0.0051	0.020	[-0.059, 0.007]	Rejected
SC → TI → AP → IT	0.0129	1.097	[-0.048, 0.008]	Rejected

## **4.5 CHAPTER SUMMARY**

The results chapter covers the measures undertaken for the data analysis of the research. The data is analyzed with SPSS and SmartPLS 4. In the first stage, the validity and reliability of the data was established. This included measurements of internal consistency reliability, discriminant validity, and convergent validity. After ensuring that both the reliability and validity of the data are met and satisfactory, the second stage includes testing the structural model through PLS-SEM. This involves statistical significance and its relevance to the path coefficient. The final results reveal that the following hypotheses are accepted; H1, H2, H3, H8, and H9 while H4, H5, H6, and H7 are rejected.

## CHAPTER 5. DISCUSSION

The following section covers the research's discussion of the findings regarding what each hypothesis indicates and how it can be interpreted. This is followed by theoretical and practical contributions.

### 5.1 DISCUSSION

The purpose of this study is to examine the role of illegitimate tasks as an outcome of service climate and predictor for appreciation and job insecurity which will have an indirect impact on turnover intention and to explore the moderating role of supervisor bottom-line mentality between illegitimate tasks and appreciation and job insecurity. The findings indicate majority of this study's hypotheses are supported. Service climate has a positive impact on illegitimate tasks, which provides additional insight into the outcomes of service climates that go beyond the positive outcomes. Moreover, this could indicate that there might be different expectations regarding the illegitimacy of tasks between the organization and employees. This is consistent with the previous findings of Semmer et al., (2019) that indicate different expectations of which tasks are considered legitimate. In fact, scholars have argued previously about the importance of service climate in fostering a culture that revolves around improving customer quality and delivery (Al-Hawari et al., 2019; Bae, 2020; Fung et al., 2017), hence it is likely that in such a climate employees are expected to have flexible role orientation that requires them to take on additional tasks while they perceive the tasks as unnecessary and unreasonable. The findings also indicate a positive mediation of illegitimate tasks between service climate and job insecurity and appreciation. In terms of job insecurity, the findings are consistent with the literature as illegitimate tasks have been widely associated with destructive consequences (Bani-Melhem et al., 2023b; Kottwitz et al., 2021; Ma & Peng, 2019; Mäkikangas et al., 2023). In addition, this study has been able to highlight the role of appreciation within the service climate which has not been empirically tested previously.

The findings regarding turnover intention are all rejected despite the evidence from the literature that highlights consistent findings of employees intention to leave their organization as a result of

illegitimate tasks (Fila et al., 2023a; Zeng et al., 2021) as well as the important role of appreciation and supportive leadership in helping employees cope better when faced with stressful situations that eventually decrease their intention to leave (Karunaratne, 2022; Shakoor et al., 2023; Yan et al., 2021). The results also reveal that supervisor bottom-line mentality strengthens the relationship between illegitimate tasks and job insecurity which is similar to the findings of Apostel et al., (2018), which revealed that unsupportive supervisors put more pressure on employees when faced with illegitimate tasks which results in higher negative outcomes as compared to supportive supervisors. Lastly, it has been found that supervisor bottom-line mentality strengthens the relationship between illegitimate tasks on appreciation as indicated in the literature, that meeting the demands of supervisors whose core focus is meeting the bottom-line results in better performance (Babalola et al., 2021; Zhang, Huang, et al., 2021) and are more likely to receive recognition and appreciation as a result of meeting supervisors demands.

### **The influence of service climate on illegitimate tasks of the employees**

The findings reveal that the direct connection of service climate positively impacts illegitimate tasks, meaning when organizations have well-developed systems and practices that are intended to improve service quality, it can foster tasks that employees view as not legitimate for them to perform. While there is no evidence in the literature that specifically examined similar concepts, it should be noted that many scholars have identified the positive outcomes of the service climate (Hoang, 2022; Pham Thi Phuong & Ahn, 2021; Qiu et al., 2021), which are mainly due to the importance of creating a positive climate that supports and guides employees. Therefore, in such climate employees might feel a sense of attachment, devotion, and gratitude to their company/organization (Arasli et al., 2017; Qi et al., 2022), and when they are faced with tasks that fall outside of their scope, they may not be able to refuse as they would want to give back to the organization. In addition, there has been a close association between illegitimate tasks and employee voice silence (Yuan et al., 2024). Meaning, that it is highly likely that when receiving illegitimate tasks, employees will not refuse or speak against it, leading to it being the norm and thus creating a vicious cycle. Additionally, to stay competitive in the service sector, customer satisfaction and loyalty have to be met. Customers nowadays are more conscious about the quality of service rather than the price (Malik et al., 2020). Specifically, guests of hotels usually have

certain expectations that they expect to be met to result in higher levels of satisfaction. Such expectations mean that employees have to meet whether they are part of their duties or not.

### **The mediating role of illegitimate tasks between service climate and appreciation and job insecurity**

The findings reveal important findings that reveal illegitimate tasks to mediate the relationship between service climate and job insecurity/appreciation. It is important to note that in the literature, service climate has been closely associated with employee role flexibility (Kumar et al., 2020; Morgan et al., 2014). High flexibility allows employees to be more creative in their service offerings (Gwinner et al., 2005). In fact, organizations with high service standards encourage employees to be flexible and adaptable to deliver high service quality (Kumar et al., 2020). In this aspect, the legitimacy of tasks is highly dependent on the perception of employees of what they consider as legitimate and what does not (Semmer et al., 2019). Hence, it is likely, that due to the service climate, the organization expects employees to take on such tasks, but at the same time employees perceive those tasks as unnecessary or unreasonable. In this aspect, it could mean that there is a difference between the expectation of the organization and the expectation of employees regarding such tasks, which can lead to an appreciation for their performance, but at the same time job insecurity for assuming they are not doing anything meaningful.

Moreover, the findings related to job insecurity are supported in the literature. This includes the majority of research on the concept of illegitimate tasks as it has gained attention due to its deviant outcomes such as unethical behavior (Silu Chen et al., 2022b), strain (Fila et al., 2023a), and burnout (Julmi et al., 2021a), which is consistent with the findings. Unsurprisingly, employees who deal with tasks that are not legitimately theirs face a lot of discomfort, and this can result them in being afraid of how their job will look in the future, as supported by the claims of the impact of illegitimate tasks on making employees feel like they are not doing anything meaningful and is regarded as a threat to the professional identity of individuals (Ding & Kuvaas, 2022b), which can lead to qualitative job insecurity. Similarly, due to the setting of service climate, employees in this case might not be able to communicate their worries, especially in a setting where employees are rewarded for their service quality and effort. Thus, speaking out against their

supervisors/colleagues or even the hotel guests might not be the norm and can go against their organizational culture.

On the other hand, results indicate significant mediation of illegitimate tasks between service climate and appreciation, which has not been empirically tested previously as per the available knowledge. Scholars previously have confirmed that stress is not limited to negative outcomes (Beehr & Newman, 1978) and can be viewed as a challenge for many people. A stressor can be appraised simultaneously as both a challenge and hindrance depending on the context (Horan et al., 2020) and illegitimate tasks have been characterized as a special stressor that describes variance beyond a classic stressor (Fila et al., 2023b; Semmer et al., 2015). In this aspect, despite the stress associated with illegitimate tasks, employees within a positive service climate can view such work as either a part of their job duty or simply a challenge that they overcome which can lead to gratitude and appreciation from those around them. Additionally, organizational performance for 3-, 4-, and 5-star hotels is highly dependent on the human capital. Competent and qualified employees provide a competitive advantage to the organization. Usually, 3,4- and 5-star hotels have policies embedded for human capital development with the aim of improving service quality. Such policies also include rewarding and recognizing employee's efforts. Hence, while employees struggle with the burden of illegitimate tasks, it is likely in the context of service climate to be well appreciated and recognized for their effort.

### **The mediating role of appreciation and job insecurity between illegitimate tasks and turnover intention**

The findings indicate there's no significant relationship of appreciation and job insecurity between illegitimate tasks and employee's intention to leave. While in the literature, consistent evidence is found of the impact of tasks illegitimacy on the employees intentions to leave their organization (Apostel et al., 2018; Fila et al., 2023b). For instance, Ahlstedt et al., (2023) uncovered that illegitimate tasks lower nurses' job satisfaction and motivation over time, which can impact their intention to remain in their organization and similarly, Zeng et al., (2021) found illegitimate tasks to directly impact turnover intention and indirectly through effort-reward imbalance and work-family conflict. It is noteworthy to mention that more than half of the participants have organizational tenure of more than 3 years and according to Karatepe & Karatepe, (2009),

employees with long organizational tenure are less likely to leave their organization when faced with emotional exhaustion and role conflict as compared to employees with short organizational tenure.

It was also predicted that appreciation lowers the impact of tasks illegitimacy on employees' intentions to leave, meaning when employees feel appreciated at their workplace, their intention to leave will decrease. Some argue that stress does not lead to the intention to leave the organization as it does not always generate negative effects (Beehr & Newman, 1978; Wen et al., 2020). However, the results show no significant link unlike what is found in the literature (Charles-Leijja et al., 2023; Elstad & Vabø, 2021). In fact, it has been found that appreciative leadership as a moderator can buffer the impact between illegitimate tasks and turnover intention. In other words, employees are more likely to leave the organization as a result of tasks illegitimacy when their supervisor is appreciative (Apostel et al., 2018). Also, it has been found that social support in the workplace decreases employees' intention to leave (Bui Thi & Mai, 2024; Karunarathne, 2022; Nohe & Sonntag, 2014). This may imply that employees who perform tasks that are not legitimate, despite feeling recognized and appreciated, it is not enough to make them remain in their workplace due to the severe impact of illegitimate tasks. It is also possible that other factors play a major role in employees' intention to remain that were not considered for instance, the context of the study. It is important to note that this study is done in the context of Pakistan, where job security is highly considered and valued. This might be the reason for not finding a significant impact on turnover intention, hence, leading to insignificant findings in the two hypotheses.

### **The impact of service climate on employee turnover intention through the sequential mediation of illegitimate tasks and job insecurity/appreciation**

Results also indicate that both sequential mediations are rejected. It has been predicted a sequential mediation from service climate to turnover intention through illegitimate tasks and job insecurity. Despite the strong claims, the relationship is not significant which has not been anticipated. This could be due to the role service climate plays in enhancing employees' experience in the workplace. Service climate is said to influence employee's behavior and experience, leading to improved outcomes as evident in the literature (Hoang, 2022; Lin et al., 2021; Pham Thi Phuong & Ahn, 2021). In this case, the argument holds that service climate can lead to illegitimate tasks,



however, it has not been anticipated concerning its impact on turnover intention, which according to our previous claims that illegitimate tasks and job insecurity can lead to higher intention to leave, however, the outcomes do not support the initial expectations.

This may be due to the higher level of belongingness and gratitude that is often associated with the service climate (Qi et al., 2022). In fact, Kang et al., (2018) found that employee's favorable perception of their organization's service climate leads to reduced intentions to leave their organization through impacting their psychological capital which leads to better quality of work life. This may have been the reason for not finding any significant relationship, as employees who value their organization and have a sense of belonging are more likely to remain even when faced with challenging circumstances.

On the other hand, it has been predicted a sequential mediation of service climate on intentions to leave the organization through illegitimate tasks and appreciation, which turns out not to be significant as well. In other words, the argument holds that employees within a positive service climate can experience illegitimate tasks which can lead to experiencing appreciation, which can lower their intention to leave their organization. Moreover, the argument centers around the assumption that appreciation as a result of illegitimate tasks within a supportive organizational climate can reduce the impact of wanting to leave their workplace. Specifically, confirmation from the literature backs the assumption that a positive caring organizational climate helps employees cope better when faced with stressors and reduces their intention to leave the organization as compared to weak caring organizational climates (Kao et al., 2014). However, no significant statistical evidence has been found in this study's results.

### **The moderating role of supervisor bottom-line mentality between illegitimate tasks and job insecurity/appreciation**

Lastly, the results also indicate that supervisors whose core focus is to meet the bottom-line positively moderate the relationship between illegitimate tasks and appreciation/job insecurity. In other words, significant results were found that show when supervisor's bottom-line mentality is present, employees dealing with tasks that are illegitimate to them are more possibly to experience more levels of insecurity towards their job and high levels of appreciation at the same time. The

results are in line with evidence from the literature, as it has been found that supervisor bottom-line mentality directly impacts employees' job insecurity (Zhang, Huiying Zhang, et al., 2021) and is closely related to anxiety and exhaustion (Mitchell et al., 2023), hence it is likely when supervisors put pressure on employees to secure their bottom-line objectives as they're dealing with illegitimate tasks they will experience negative emotions such as job insecurity. Moreover, supervisor bottom-line mentality has been closely associated with positive outcomes such as increasing service performance (Babalola et al., 2021) and improves work performance as employees may be motivated to improve their performance to secure bottom-line outcomes (Zhang, Huang, et al., 2021) and to receive favorable recognition from their supervisors. This is why the results show a significant connection as the supervisor's bottom-line mentality strengthens the connection between illegitimate tasks and appreciation, as taking on such tasks will lead to favorable recognition and appreciation.

## **5.2 THEORETICAL CONTRIBUTION**

The study has several theoretical contributions. Firstly, the study extends theoretical contribution to the cognitive theory of emotions (Lazarus, 1991) as it has been widely applied in the literature of psychology and consumer behavior (Lee & Lee, 2021; Meng & Luo, 2023; Shagirbasha & Sivakumaran, 2021; Zheng et al., 2019) but has not received comparable consideration in the human resource literature (i.e. Wang & Jiang, 2023). Specifically, the theory is applied to test the emotional responses that individuals deal with when performing illegitimate tasks. In this aspect, this research was able to uncover that when individuals deal with stressful situations, their emotional responses can be conflict, consequently impacting their behavior. Secondly, the research provides further contribution to the SOS theory, by specifically applying the two pathways of the theory within the model of the research. Semmer et al., (2019) argued that individuals seek to satisfy and maintain their personal and social esteem. This study has been able to highlight the core aspect of individuals making self-assessments based on their expectation of meeting a certain standard and when it is not met it can induce self-esteem issues related to one's job. Similarly, the study highlights the importance of feeling appreciated while struggling with a work stressor, despite not finding sufficient evidence to support the claims that appreciation and job insecurity have an impact on intentions to leave the organization. Moreover, the findings

articulate a comprehensive perspective by taking into account the context, thus providing significant findings for the literature on the SOS theory.

Thirdly, this study provides an additional contribution to the existing literature on the concept of illegitimate tasks by examining its antecedents, specifically service climate. It is noteworthy to highlight that service climate in the literature mostly focused on the perspective of customers and employees with emphasis on various outcomes that support service quality and delivery (Hoang, 2022; Lin et al., 2021; Pham Thi Phuong & Ahn, 2021, 2021) and has not been examined within the context of illegitimate tasks. Moreover, service climate is an emerging concept in the hospitality literature. However, few have examined how such a positive organizational environment affects employees attitudes and behavioral outcomes (Kia et al., 2019). This allowed this research to shed new light on the why aspects of the existence of illegitimate tasks rather than just explicitly focusing only on the negative outcomes, which is highly limited and does not explain the entire perspective. In other words, previous studies have not taken into consideration why such tasks are being assigned in the first place. Hence, the findings reveal the importance of service climate in inducing such tasks that employees view as not legitimately theirs but still have to perform.

Fourthly, the study connected illegitimate tasks to two outcomes: job insecurity and appreciation, which highlights the conflicting emotional response that employees face when dealing with illegitimate tasks which has not been demonstrated before. Specifically, previous studies have not examined any positive outcomes of the construct as the majority highlighted only the destructive outcomes (Ahlstedt et al., 2023; Bani-Melhem et al., 2023a; Muntz & Dormann, 2020; Semmer et al., 2015; Stein et al., 2020), while this study argues that it is more complicated than just good or bad. Moreover, limited studies empirically tested appreciation as its own construct (Muntz & Dormann, 2020; Pfister, Jacobshagen, Kälin, & Semmer, 2020b; Pfister, Jacobshagen, Kälin, Stocker, et al., 2020b; Stocker et al., 2019), thus this study contributes to the existing literature on appreciation by examining it as its own construct rather than a component within other constructs namely in supervisory leadership and social support. In addition, this study was able to highlight significant theoretical findings that reveal the link of illegitimate tasks between service climate and appreciation, as it has not been empirically tested previously. In addition, the study contributes

to the job insecurity literature. Despite numerous studies on the consequences of job insecurity, the antecedents of the constructs are limited (Jiang et al., 2021; Kilponen et al., 2021; M. Li et al., 2022b), thus the study has contributed to predictors of the qualitative side of job insecurity by linking it with illegitimate tasks within the context of service climate.

Lastly, the study contributes to the existing literature on supervisor bottom-line mentality, as it has been examined as a moderator in this study. The role of the supervisor has been examined previously in similar studies such as passive and supportive leaders (Ilyas et al., 2020; Julmi et al., 2021a; Zhou et al., 2020). However, the supervisor bottom-line mentality was not applied within the perspective of tasks illegitimacy. Thus, the study was able to highlight the role of the supervisor bottom-line mentality in strengthening the influence of illegitimate tasks on job insecurity and appreciation. Meaning, it can lead to both employees feeling well appreciated for meeting their supervisor's demands but also experiencing job doubts as a result of job insecurity. Hence, the study contributes to the existing literature on supervisor bottom-line mentality.

### **5.3 PRACTICAL IMPLICATIONS**

The findings of this study provide valuable insights to practitioners in the hospitality industry regarding the pressure that the service climate has on its employees, specifically how it puts service standards above anything else which can significantly impact the emotional responses of employees in order to meet the service requirements. Specifically, tasks legitimacy is highly dependent on employees perceptions and their emotional response to such tasks is also dependent on the context. Despite the extensive evidence of the negative outcomes of illegitimate tasks, it is not wise to assume that such tasks will cease from existing, and organizations have an important role in averting the destructive outcomes. Specifically, the minimum expectation of the organization is to provide an explanation as to why sometimes employees should perform such tasks. In fact, it was found that the destructive impact of illegitimate tasks can be minimized when explaining to employees the reason for those tasks to exist (Fila et al., 2023a). Therefore, organizations should have not only transparency but also open communication with employees to explain why they might take on additional tasks which can reduce the negative impact. The findings also reveal that in many cases, the organization/supervisors might not be aware that employees perceive some of their tasks as illegitimate, hence open communication should allow

employees to be comfortable to voice their concerns about such issues, especially as previous evidence has highlighted their destructive outcomes (Mäkikangas et al., 2023; Silu Chen et al., 2022b; Zeng et al., 2021).

Secondly, practitioners within the industry have an important role in tasks assignments. Employees are more likely to perceive such tasks negatively and unfairly when their coworkers are not receiving similar tasks, thus leading to resentment and anger. Thus, organizations should be cautious when assigning such tasks, especially when the organization and employees job expectations differ significantly. This means that supervisors should take into account employees job expectations and attempt to assign tasks that go within one's occupational role. Moreover, role flexibility is highly crucial as evidence shows how it can help employees cope better with illegitimate tasks and lead to a reduction of identity threats while maintaining their performance (Ma & Peng, 2019). Hence, organizations should have clear and transparent tasks allocation policies within the organization. This can help prevent the unfair distribution of tasks and reduce the likelihood of the negative perception of tasks being illegitimate and the negative feelings associated with it. It is also critical to highlight that tasks illegitimacy are closely associated with negative outcomes due to effort-reward imbalance (Omansky et al., 2016). Meaning, that employees are more likely to perceive that they're putting in more effort, in this case by performing illegitimate tasks than they are being rewarded.

The supervisor's role is also highly important as it can hinder negative emotional responses from occurring. Specifically, the supervisor's role can influence how employees perceive certain aspects of the job, precisely it can shape employees' feelings of job insecurity and how they feel appreciated and recognized. As a matter of fact, the perception of tasks illegitimacy can also be based on one's attitude towards their job and organization/supervisor. According to Muntz et al., (2019) has been able to find that higher levels of job dissatisfaction result in a greater perception of tasks illegitimacy and similarly Anskär et al., (2019) reported that workers who negatively view their work environment are more inclined to perceive tasks as illegitimate. Moreover, it is also likely that a poor relationship with one's supervisor leads to a higher perception of their tasks being illegitimate. Hence, it is important to have strategic interventions to limit the perception of illegitimate tasks. this could be done by leaders promoting a positive work environment and

building and encouraging positive relationships between the employees and their supervisors by encouraging open communication, treating them with respect, and acknowledging their efforts.

Moreover, the research highlights the importance of emotional responses that occur as an aftermath of work stressors, which highly relates to protecting oneself in terms of social self and personal self. Specifically, despite the important findings of appreciation as a result of illegitimate tasks, the result shows that it might not be enough to make employees remain in the organization. In this aspect, practitioners should be aware of the criticality of their role and the importance of having ethical standards in their behavior and decision-making. It can help build trust, loyalty and create a positive work environment that can lead to long-term success. Hence, organizations should ensure that ethical standards are embedded in their practices and policies.

## **5.4 CHAPTER SUMMARY**

The discussion chapter includes the discussion of the results, theoretical contributions, and practical implications. While the majority of the hypotheses were supported, many were also rejected in which the discussion part provides evidence from the literature that explains the reasons behind it. Significant findings reveal that service climate can lead to appreciation and job insecurity through illegitimate tasks. Similarly, SBLM moderates the relationship between illegitimate tasks and appreciation/job insecurity, which is in line with the literature. The chapter also includes the theoretical contribution to the literature on illegitimate tasks in terms of antecedents and outcomes, the stress as offense to self-theory, the cognitive theory of emotions, and supervisors' bottom-line mentality. The last section includes the practical implications for managers and decision-makers as the cruciality of illegitimate tasks can negatively impact individuals and businesses.

## **CHAPTER 6. CONCLUSION**

The following chapter includes the summary of the thesis. Specifically, the conclusion covers a brief overview of the research and its findings followed by research limitations and recommendations for future research.

### **6.1 CONCLUSION**

Altogether, this research investigates the mechanism intervention of service climate on intention to quit through illegitimate tasks and a parallel mediation of job insecurity and appreciation. The study applies the perspective of the SOS theory (Semmer et al., 2007, 2019) and the cognitive theory of emotions (Lazarus, 1991). This study establishes the significant link between service climate on employees' illegitimate tasks, which leads to job insecurity and appreciation through the mediation of illegitimate tasks. Moreover, SBLM provides additional insights based on strengthening the connection between illegitimate tasks and both appreciation and job insecurity. Despite not finding significant results with turnover intention, future studies should examine other factors in the hope of adding additional insights into the illegitimate tasks literature. The research has various significant contributions by offering valuable insight by presenting a comprehensive overview of the entire process. Meaning that it has been able to highlight why illegitimate tasks are assigned in the first and the conflicting emotional response that occurs as a result, which impacts employees intention to stay in the organization. Moreover, the supervisor's role is also highly crucial and plays an important role in how such tasks can be perceived.

### **6.2 LIMITATION AND FUTURE RESEARCH**

While this study has numerous substantial merits such as the use of time-lagged design to collect the data, limitations and future improvements should be considered. Firstly, the variables were self-reported by employees only, which might have influenced their responses leading to biased responses that were not identified. Nonetheless, the study employed self-report measures deliberately as the main interest of the study is to take into account the subjective perception of employees working in such a context. Moreover, the time lag allowed the reduction of common



method bias as the independent and dependent variables were collected at two different points in time as recommended by Semmer et al., (2021).

Future research could include different perspectives. For example, service climate includes the perspective of the organization and individual level. Due to constraints, this study did not take into consideration the organizational level of service climate. Future research could collect data at the organizational level from either managers or teams. Similarly, it would be interesting to see supervisors'/colleagues' perceptions of the appreciation variable, rather than employees' self-reporting, which can provide more clarity and provide different perspectives rather than being limited to one. Moreover, the three-week time interval could be considered short. Future research should give more attention to studying illegitimate tasks within a long period of time, specifically by using longer time lags between measurements. However, it's important to note that this study employed a short time lag, as a longer time lag contains the risk of respondent's dropout unlike shorter ones (Kilponen et al., 2021)

Secondly, this study is within the context of service climate in hotels, future studies could employ this model within other service climates such as banks or hospitals to see if the results are consistent, especially as those sectors are highly dependent on service quality. Also, it is important to note that service climate is considered part of the "collectivism" culture dimension, which has influenced the relationship between the constructs. Future research could look into "individualism" culture settings to see if the results would differ significantly or not. Thirdly, future research could look into other bright outcomes of illegitimate tasks such as accomplishments as illegitimate tasks could be viewed as a challenge rather than hinders. Also, it would be interesting to see other moderators, such as self-esteem or even personality traits which might influence how illegitimate tasks are perceived. Moreover, the subordinate bottom-line mentality has recently gained scholars' attention (Zhang et al., 2022) and its impact has still not been fully explored. Therefore, future studies could apply this concept as a moderator to assess the extent to which employees distinguish such tasks as legitimate or illegitimate and their impact on employees' work attitudes.

Fourthly, some argue that the meaning and importance of appreciation differ between cultures (Pfister, Jacobshagen, Kälin, & Semmer, 2020a). Bloom & Van Reenen, (2010) state that

management practices differ within organizations, countries, and sectors. Centered around this assumption, chances are organizational service climate and illegitimate tasks issues vary across different organizations, countries, and sectors. Hence, the research's findings might pose a limited opportunity in terms of the generalizability of the results, and it is not clear to what extent the results of this study could be generalized beyond Pakistan and similar contexts. It is worth mentioning that culture and national context play a vital role in how employees react to such tasks. For instance, a study by Ahmed and his colleagues (2018) that utilized their population sample of employees from the US and India found that both respondent samples reported having to carry out tasks that they believed they should not do. However, only the US respondent sample showed a decrease in sense of justice due to being assigned illegitimate tasks. Therefore, future studies can focus on validating the results across different industries and nations. Lastly, due to contacting the organization for the data collection rather than directly contacting employees, the response rate has not been determined. In fact, contacting employees directly might make employees more comfortable while answering the questionnaires and reduce response bias. Future research should contact employees directly through different mediums, specifically online surveys would be better better-suited option as it would make employees more comfortable when answering the survey and would be able to generate a response rate.

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## APPENDIX A



**NUST**  
NATIONAL UNIVERSITY  
OF SCIENCES & TECHNOLOGY

Dear Participant,

My name is Marwa Al Sulaimani, and I am a postgraduate student at NUST Business School Islamabad. For my thesis, I'm examining the impact of illegitimate tasks on employee turnover intention through the mediating role of job insecurity and appreciation. I'm inviting you to participate in this research by completing the following survey.

This survey will be taken at two points of time within three weeks and will not take more than 10 minutes maximum. Your responses will be kept confidential and only copies will be provided to research supervisor Dr. Zeeshan Mirza. If you choose to participate, please respond to the survey honestly. Participation is strictly voluntary, and you may refuse at any time. The data collected will remain confidential and used solely for academic purposes.

Thank you for taking the time to assist me with this research. If you have any queries about this study or are interested in the results of this study, you may contact us.

Sincerely,

Marwa Al Sulaimani  
Student of MSHRM2K22  
NUST Business School  
Sector H-12, Islamabad  
[Marwa.mshr22nbs@student.nust.edu.pk](mailto:Marwa.mshr22nbs@student.nust.edu.pk)

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**Section C:** For each statement below please circle the appropriate responses:

1 = Strongly Disagree (SDA), 2 = Disagree (DA), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

	<b>SDA (1)</b>	<b>DA (2)</b>	<b>N (3)</b>	<b>A (4)</b>	<b>SA (5)</b>
1. We have an excellent customer complaint handling system for service follow-up	1	2	3	4	5
2. We receive recognition and rewards	1	2	3	4	5
3. We are provided with the tools, technology, and other resources to deliver excellent service	1	2	3	4	5
4. Managers show they truly care about customer service	1	2	3	4	5
5. We constantly measure service standards	1	2	3	4	5
6. Every employee understands our service standards	1	2	3	4	5

	<b>SDA (1)</b>	<b>DA (2)</b>	<b>N (3)</b>	<b>A (4)</b>	<b>SA (5)</b>
1. My supervisor is solely concerned with meeting the bottom-line (profit).	1	2	3	4	5
2. My supervisor treats the bottom-line (profit) as more important than anything else.	1	2	3	4	5
3. My supervisor cares more about profits than employee well-being.	1	2	3	4	5

## APPENDIX B



**NUST**  
NATIONAL UNIVERSITY  
OF SCIENCES & TECHNOLOGY

Dear Participant,

My name is Marwa Al Sulaimani, and I am a postgraduate student at NUST Business School Islamabad. For my thesis, I'm examining the impact of illegitimate tasks on employee turnover intention through the mediating role of job insecurity and appreciation. I'm inviting you to participate in this research by completing the following survey.

This survey will be taken at two points within three weeks and will not take more than 10 minutes maximum. Your responses will be kept confidential and only copies will be provided to research supervisor Dr. Zeeshan Mirza. If you choose to participate, please respond to the survey honestly. Participation is strictly voluntary, and you may refuse at any time. The data collected will remain confidential and used solely for academic purposes.

Thank you for taking the time to assist me with this research. If you have any queries about this study or are interested in the results of this study, you may contact us.

Sincerely,

Marwa Al Sulaimani  
Student of MSHRM2K22  
NUST Business School  
Sector H-12, Islamabad  
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	<b>SDA (1)</b>	<b>DA (2)</b>	<b>N (3)</b>	<b>A (4)</b>	<b>SA (5)</b>
1. I hope to find a new job next year	1	2	3	4	5
2. I am always thinking about quitting my current job.	1	2	3	4	5
3. I am not planning to quit my job.	1	2	3	4	5

**Section C:** For each statement below please circle the appropriate responses:

1 = Never (N), 2= Very Rarely (VR), 3= Rarely (R), 4= Occasionally (O), 5= Frequently (F)

	<b>N (1)</b>	<b>VR (2)</b>	<b>R (3)</b>	<b>O (4)</b>	<b>F (5)</b>
1. Do you have work tasks to take care of which keep you wondering if they make sense at all?	1	2	3	4	5
2. Do you have work tasks to take care of which keep you wondering if they have to be done at all?	1	2	3	4	5
3. Do you have work tasks to take care of which keep you wondering if they would not exist (or could be done with less effort), if it were organized differently?	1	2	3	4	5
4. Do you have work tasks to take care of which keep you wondering if they just exist because some people simply demand it this way?	1	2	3	4	5
5. Do you have work tasks to take care of, which you believe are going too far, which should not be expected from you?	1	2	3	4	5
6. Do you have work tasks to take care of, which you believe are unfair that you have to deal with them?	1	2	3	4	5
7. Do you have work tasks to take care of, which you believe should be done by someone else?	1	2	3	4	5
8. Do you have work tasks to take care of, which you believe put you into an awkward position?	1	2	3	4	5