
Occupational Resilience and Organizational Virtuous Behaviors for the Employees of Eco-Tourism Industry - A View of Occupational Hope Beliefs

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Abstract

This study aims to discuss the potential correlation among occupational hope beliefs, occupational resilience, and occupational virtuous behaviors of frontline employees in eco-tourism industry. Total 341 frontline employees of chain stores in Fujian area are preceded the questionnaire survey with occupational hope beliefs scale, occupational resilience scale and occupational virtuous behaviors scale, and the collected data are analyzed with structural equation model. The research findings show significant potential correlations among occupational hope beliefs, occupational resilience, and occupational virtuous behaviors of employees in eco-tourism industry. According to the research result, relevant suggestions are proposed in this study.

Keywords: occupational hope beliefs, occupational resilience, occupational virtuous behaviors

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INTRODUCTION

From the open point of view of positive organizational behavior, Luthans (2002) studied human advantages and pointed out resilience as the psychological resource of "positive bounce back" to face crises, frustration, and dilemmas. It was also the human advantage which could be expanded in organizational behaviors to give meaningfully positive affective association to positive organization school. Meanwhile, hope beliefs were the most uniquely positive psychological potential in broad organizational behaviors, presenting the potential effect to promote organizational performance that it became a unique and effective research variable in positive organization school (Baron et al. 2016). Cameron et al. (2004) manifested excellent organizational members' actions with occupational virtuous behaviors and further provided a practicable positive behavior evaluation idea in positive organization school.

Resilience, hope beliefs, and occupational virtuous behaviors are not simply meaningful evaluation ideas, the correlations also involve in the constructive link of positive cognition, emotion, and behavior in positive psychology as well as the psychological capital concept of positive organizational behaviors. From the aspect of positive psychology, resilience is the most important

psychological resource of an individual. Such psychological resources allow people applying skills to avoid negative emotion and promote positive emotion to result in nonspecific action tendencies as well as presenting actions with virtue value (van Doorn and Hülshager 2015). Hope beliefs, as a primary cognitive resource, present goal-oriented cognition for an individual tending to actions with virtue value and acquiring more positive emotion with the emotion feedback to eventually reinforce the rapid recovery of resilience (Fredrickson et al. 2008, van Doorn and Hülshager 2015). According to the viewpoint of psychological capital, hope and resilience are the secondary construct of the composite construct of psychological capital and are the core positive psychological elements with potential correlations with job performance (Luthans et al. 2007). Hope and resilience are regarded as the psychological advantages to promote organizational members' job performance and facilitate individuals to acquire competitive advantages to more easily survive in the organization and present occupational virtuous behaviors conforming to social value, prosper organization, and enhance work meaning (Luthans et al. 2004). Occupational virtuous behaviors, the positive organizational output, was the link of virtue behaviors and organizational behaviors, covering the meanings

involving in the reflection of individual behaviors to public virtue of business ethics, workplace moral goodness, and organizational members' work meaning (Roberts 2006). Such an important environment like workplace to develop public virtue of etiquette, culture, and work ethics required organizational members presenting the resilience on hope beliefs and psychological resources with cognitive resources for enhancing the presentation of such virtue on the behaviors.

Baron et al. (2016) discovered that hope beliefs and resilience could effectively predict employees' absenteeism; hope beliefs could help the output of positive behaviors; and, people in workplace with high resilience presented better organizational behavior performance (Luthans et al. 2007). Moreover, the positive thinking motivation of hope beliefs could benefit an individual generate positive affective feedback, assist individuals in learning firm recovery energy in the positively affective repetitive mental operation to enhance various meaningful, constructive, and positive outputs (Hassani et al. 2017). Hope beliefs and resilience showed remarkably positive correlations with organizational members' job performance, job satisfaction, and organizational commitment (Luthans et al. 2008, Roberts 2006). In short, according to the correlation between positive traits and positive organization as well as the statement of Cameron et al. (2004) about the enhancement of organization virtue, positive individual psychological quality required positive organizational guidance and cultivation. The frontline employees were the basic-level employees of an enterprise directly facing consumers. The presentation of occupational resilience, occupational hope beliefs, and occupational virtuous behaviors would benefit the business moving towards positive organizational development. In this case, the discussion of frontline employees' occupational hope beliefs, occupational resilience, and occupational virtuous behaviors in eco-tourism industry shows the value of academic research and practical application.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Occupational Hope Beliefs

Hope beliefs, as a goal-directed thinking, appears on the positive self-talk of an individual pursuing valuable life goals. When facing valuable goals, an individual would appear the pathway thinking belief to do the best for practicing goals and the agency thinking belief to constantly encourage himself/herself practicing goals

(Snyder 2000). Hope beliefs were regarded as the reflective construct covering pathway thinking and agency thinking, which were suitable for different development stages of an individual as well as various fields in life (Baron et al. 2016). By integrating above theoretical descriptions of hope beliefs, the meaning of local occupational hope beliefs was referred to the cognitive set of organizational members pursuing goal practice. An individual with the will of agency thinking and the practice of pathway thinking to form the positive belief system required in workplace. The evaluation of hope beliefs was divided into "state hope scale" (SHS) and "dispositional hope scale" (DHS) (Luthans 2002). "Dispositional hope scale" stressed on the innate trait of hope beliefs, which was evaluated with traditional self-report scale without the embeddedness of any contexts, while "state hope scale" could include the context at the time into the measurement (Luthans and Jensen 2002).

Occupational Resilience

Resilience is regarded as the dynamic system weaved by individual, family, community protection factors and risk factors, in which the definition of resilience contained individual potential, adaptation process, and adaptation result (van Erp et al. 2015). Resilience was regarded as a potential in potential theory, stressing on an individual with high resilience presenting personality traits or mental traits; it was regarded as the adaptation process in process theory, emphasizing the coping process in the interaction between individuals with high resilience and living environment; and, it was regarded as the adaptation result in consequentialism, focusing on the good behavioral results of an individual with high resilience overcoming difficulties (Kalisch et al. 2015). Regardless potential theory, process theory, or consequentialism, the major characteristic of resilience was that an individual, when facing significant changes or risks, could present positive emotion of "positive bounce back" or were not knocked down the positive emotion by frustration, pressure, and threats in positive adaptation (van Doorn and Hülshager 2015). From the aspect of career development, resilience was the career skills, in addition to happily living, required for an individual as well as the key to engage in the work with positive emotion through self-management skills in the changing workplace and contribute to the organization.

Occupational Virtuous Behaviors

Luthans (2002) regarded positive organizational behaviors as positive human resource advantages, which could be measured, developed, and effectively managed, and concluded four psychological abilities of

confidence, hope, optimism, and resilience (Luthans et al. 2007). The occupational virtuous behaviors of Cameron et al. (2004) originated from the advantage virtue classification structure of value in action (VIA) of Peterson and Seligman (2004). It emphasized that the human advantages of value in action could practice organizational virtue to manifest excellent behaviors. Past research indicated that human advantages of courage, justice, and temperance conformed better to the positive mental trait of "behavior orientation" and such human advantages from cultural survey could not avoid the hidden difference in various culture references. In the limited empirical research on occupational virtuous behaviors in positive organization school, Cameron et al. (2004) collected data with the self-edited scale and presented the dimensions of compassion, integrity, forgiveness, trust, and optimism under principal axis factor analysis. However, it was the inference of western data, which were not suitable for Asian culture. In sum, occupational virtuous behaviors are defined in this study as organizational members' positive behaviors of justice, temperance, and courage. The empirical data are collected through supervisor evaluation to avoid same source bias in the occupational virtuous behavior measurement.

Under the premise of occupational resilience accompanied with positive emotion, according to the positive emotion broaden-and-build of Fredrickson et al. (2008), positive emotion would induce the so-called nonspecific action tendencies to have an individual expand constructive action abilities with innovative, flexible, and adaptable behaviors, while negative emotion would induce the so-called specific action tendencies to narrow individual action abilities in the heuristic processing. From the descriptive structure to view the potential correlation between occupational resilience and occupational virtuous behaviors, the positive emotion accompanied with organizational resilience would induce non-specific behavior tendencies to present the occupational virtuous behavior of "positive variation". Furthermore, resilience could enhance individual problem-solving capability, social knowledge ability, and sense of meaning in life. Kalisch et al. (2015) found out remarkable correlations between resilience and effective individual behaviors, high correlations between resilience and positive individual output, notable predictability of strong resilience on individual adaptation ability, and better organizational behavior performance of people in workplace with high resilience (Luthans et al. 2007). According to above theories, it is considered in this

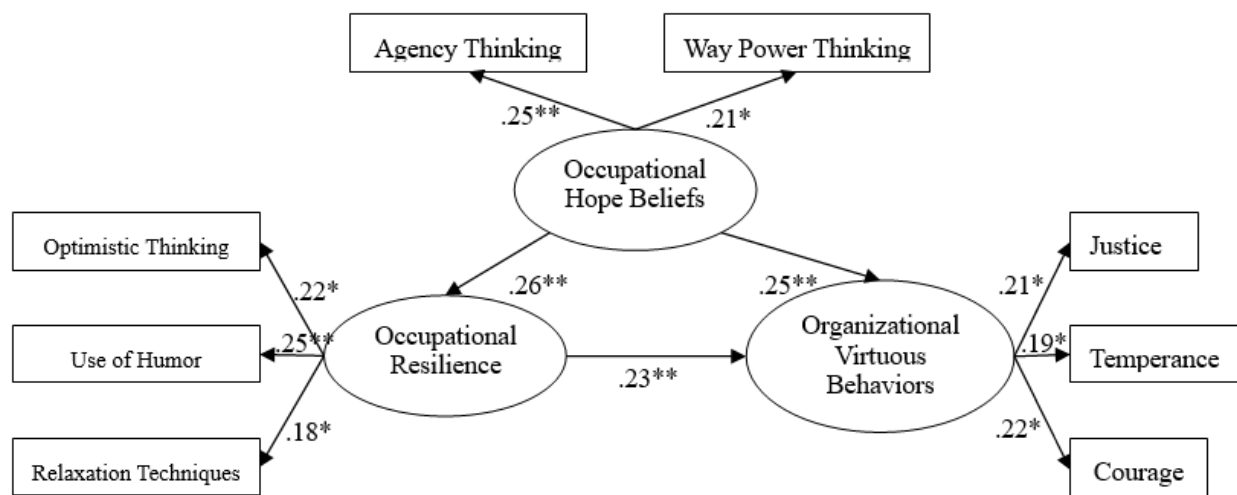
study that H1: occupational resilience show notable correlations with occupational virtuous behaviors.

According to the emotion feedback mechanism in the exquisite hope belief theoretical model of Snyder (2000), when the goal with positive result value is practiced, the positive emotion for goal pursuit would appear to have successful agency thinking belief and pathway thinking belief result in positive emotion. Such emotion would feedback to individual hope beliefs. Such a theory covers hope belief-guided agency thinking belief and pathway thinking belief. The practice of goal with positive result value could benefit hope beliefs guiding resilience accompanied with positive emotion and occupational virtuous behaviors of nonspecific action tendencies. From the viewpoint of organizational virtue increase possibility logic, "virtuousness in organizations" presented virtue because of organizational members' behaviors, and the enhancement of organizational virtue required an individual enhancing the virtue behavior. An individual not being able to present occupational virtuous behaviors would have the organization become an immoral organization (Cameron et al. 2004). Although an organization could enhance the organizational members' virtue behaviors through various activities, organizational members' self-prosperity was the key. After all, organization activities were self-initiated by organizational members, aiming to have the organization be affirmed in the society and to make the work meaningful. There were potential correlations between hope beliefs, resilience and job performance (Hassani et al. 2017, Hasson-Ohayon et al. 2014), correlations between hope beliefs, resilience and organizational behavior, and correlations between hope beliefs, flexibility and organizational members' job performance, job satisfaction and organizational commitment (Luthans et al. 2008). Accordingly, it is considered in this study that H2: occupational hope beliefs simultaneously affect occupational resilience and occupational virtuous behavior.

RESEARCH METHOD

Research Sample

Taking frontline employees of eco-tourism industry in Fujian areas as the research object, but considering that the evaluation process is time consuming and the evaluation involves in the pairing of subjects and the supervisors, the researchers are sampled with two stages in consideration of enhancing the number of effective samples and taking care of research ethics. Each store is randomly selected 1~10 subjects, who are evaluated the



n = 341, *p < .05, **p < .01

Fig. 1. Results of structural model analyses with standardized path coefficients

virtue behaviors by the supervisors (store managers). Total 400 people are extracted; after excluding those not being paired and invalid questionnaire, total 341 samples are evaluated. Females are about 88%, the average age is 31.3, the average seniority is 5.7 years, and the education is mostly junior high schools.

Instrumentals

The evaluation tools used in this study contain occupational hope beliefs scale, occupational resilience scale, and occupational virtuous behaviors scale. SPSS and SEM are applied to analyze the data. The three scales are preceded with self-report scale, situational judgment scale, and other-report scale, respectively. The scales are scored with Likert 5-point scale for successive research. Occupational hope beliefs scale contain two factors with 10 items, and the Cronbach's α of such factors appear .92 and .88, respectively. Occupational resilience scale includes 3 factors with total 15 items, and the Cronbach's α of the 3 factors show .83, .85, and .81, respectively. Occupational virtuous behaviors scale covers 3 factors with total 15 items, and the Cronbach's α of the 3 factors reveals .90, .84, and .89, respectively.

RESULT

The analysis results reveal good overall model of this study, and the fit of overall structural model shows $\chi^2 = 183.133$ (df = 118), $\chi^2/df = 1.55$, NNFI = .95, CFI = .96, IFI = .94, RMSEA = .06. The final model path diagram and standardized path coefficients are shown in **Fig. 1**. After observation data of the measurement model are supported, the structural model of the potential correlation among occupational hope beliefs, occupational resilience, and occupational virtuous

behaviors of frontline employees in eco-tourism industry are analyzed. Occupational resilience presents potential correlations with occupational virtuous behaviors, with the path coefficient .23 ($t = 4.83$, $p < .01$), achieving the significance. The result corresponds to the positive emotion of "broaden-and-build theory" of Fredrickson et al. (2008). In the analysis, it is preliminarily proven the remarkably positive correlation between occupational resilience, including optimistic thinking strategy, use of humor strategy, and relaxation technique strategy, and occupational virtuous behaviors of justice, temperance, and courage. Nonetheless, the positive emotion accompanied with such self-regulation skills induces non-specific behavioral tendencies. Such successful occupational resilience avoids the pursuit of low-level balance with destructive behaviors. Furthermore, in regard to the effect of occupational hope beliefs on occupational resilience and occupational virtuous behaviors, the path coefficient of occupational hope beliefs and occupational resilience shows .26 ($t = 5.17$, $p < .01$) and the path coefficient of occupational hope beliefs and occupational virtuous behaviors appears .25 ($t = 5.02$, $p < .01$), both achieving the significance. Such a result corresponds to the exquisite hope belief theory model of Snyder (2000). In the analysis, it proves the effect of occupational hope beliefs on occupational resilience and occupational virtuous behaviors.

CONCLUSION

The important inspiration of this study shows that occupational hope beliefs and occupational resilience are not simply secondary constructs which can be combined in psychological capital, but the effect of occupational hope beliefs on occupational resilience

might exist in between the two, and the effect on occupational virtuous behaviors also reveals the explanation. After all, when positive organizational behaviors combined hope beliefs, resilience, optimism, and self-efficacy into psychological capital, using the total scores of psychological capital as the predictive variable would not see the unique contribution of hope beliefs and resilience. In regard to the important “broaden-and-build theory” in positive psychology, this study provides the positive cognition of occupational hope beliefs, in addition to the expansion behavior of positive emotion, and might influence occupational resilience accompanied with positive emotion and occupational virtuous behaviors with behavioral tendencies. The possible effect of positive cognition on positive emotion and positive behaviors also explains that the idea of positive emotion affecting cognition and behaviors in “broaden-and-build theory” might exist in the possibility of positive cognition influencing emotion and behaviors.

What is more, the differential validity among three scales used in this study still needs more evidence. The future research could propose more measurement tools to prove the differential validity. In terms of scales, occupational virtuous behaviors scale could be designed with adjectives for the self-report of subjects, or scenario-based vignettes for subjects answering the items by reflecting to the situations to avoid the paired questionnaire with supervisor evaluation. Finally, mobile research could be applied to enhance occupational hope beliefs in order to promote occupational resilience and develop occupational virtuous behaviors. Service businesses could arrange model persons to share the experiences or plan some will and practice training courses to enhance frontline employees’ occupational hope beliefs. It is expected to enhance the occupational resilience and occupational virtuous behaviors to form the positive organizational climate.

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