



Research Paper

## The Effect of Human Resources Managers' orientation Towards The Future on Psychological Well-Being And Turnover Intention

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### ABSTRACT

**Purpose:** The purpose of this study is to explore the patterns of future orientation of Human Resources Managers working in five-star hotels and to determine the effect of this orientation on psychological well-being and turnover intentions.

**Design/methodology/approach:** A survey by means of 68 questionnaires were conducted among sampled human resources managers who were working at 5-star hotels in Kundu Region of Antalya in 2016.

**Findings:** In this study, four scales; Attitudes toward the future Scale (ATFS), positive future expectations scale (PFES), well-being scale (WB) and turnover intentions scale (TI) were administered to human resources managers. Human resources managers, who have participated in the research, completed Attitudes towards the Future Scale and Positive Future Expectations Scale (Imamoglu, 2001), Well-Being Scale (Diener et al., 2009) and Turnover Intentions Scale (Ömüriş 2016). Research findings verified the conceptual model defined within the framework of the research model, which revealed that attitudes and expectations towards the future positively affect psychological well-being, yet negatively affect turnover intention. The findings obtained from the scale-derived data relations were discussed within the light of the literature.

**Research limitations/implications:** Despite the limited sample, benefiting from structural relationship analysis is the strongest point of this study. The structural relationship analysis was used to examine the simultaneous relationship between Attitudes towards the Future, Positive Future Expectations, Well-Being, and turnover intention.

**Originality/value:** This study is expected to contribute both to the literature and practitioners from this perspective by filling the gap. Interestingly, although work satisfaction is a more familiar indicator in recent studies on turnover, Wright and Bonett (2007) demonstrated by citing Fisher and Hanna (1931) that well-being of personnel plays a major role in organisational studies. Fisher and Hanna (1931) mention the role of well-being more than turnover, and even argue that 90% of turnover and 50% of absenteeism is related to well-being.

**Keywords:** Time-related orientations, attitudes towards future scale, positive future expectations, well-being, turnover intention, tourism sector

**PaperType:** Research paper

### I. INTRODUCTION

With post-modernism and recent approaches in psychology, problem-oriented approaches in social sciences have given way to the approaches emphasizing strengths and wellness of individuals. Seligman and Csikszentmihalyi (2000) defined the main aim of positive psychology as turning its focus from repairing only negative aspects to structuring the positive features. Thus, positive psychology emerged as a response to the psychology discipline by foregrounding the healthy development and strengths of the individual by precluding the focus from negative aspects and health problems (Seligman & Csikszentmihalyi, 2000; Sheldon & King, 2001; Seligman et al. 2005, Myers & Diener, 1995). This inclination of psychology discipline has soon been reflected in the researches where positive constructs of mental health such as hope, optimism, intuition, psychological wellness, well-being, self-confidence, happiness and creativity were studied besides numerous

researches on negative constructs of mental health like anxiety, despair, burnout, depression and stress (Czikszentmihalyi & Hunter, 2003; Sheldon & King, 2001). As it is seen, positive psychology supports overall well-being. Hence, Seligman & Csikszentmihalyi (2000) have systematically elaborated on "subjective experiences" in positive psychology from the perspectives of contentment and satisfaction from the past, hope and optimism about the future, flow and happiness about present which are the three analysis levels determined in order to inspect the strengths of individual that make life valuable, and the authors emphasized significance of analysing the experiences contributing to the well-being of individuals. Although it is a novel approach, empirical studies on positive psychology are gradually increasing. Well-being, which is referred as the scientific definition of subjective or positive well-being or happiness, has become a part of the research agenda thanks to positive psychology and has gained popularity through increasing interest of researchers.

It has been critical to enhance the work-related problems to preserve the psychological well-being of individuals especially in working life. Within this context, concepts such as well-being that emphasize prolongation of increased quality of life of individuals have been subject to research (Ryan & Deci, 2001; Myers & Diener, 1995). Today, future as a current topic encompasses the alternative future of a nation, institution or society as whole besides being considered within the economic context. The concept of future has gained popularity at the beginning of 2000s. There are two perspectives about future: optimistic and pessimistic. Analysing the standpoints of optimistic Fukuyama and pessimistic Huntington regarding the 21<sup>st</sup> century reveal that they share a common position: 21<sup>st</sup> century will take the same track as the 20th century. The common ground of these perspectives is that awareness and analysis of the future is necessary in order to understand it (Gültekin, 2006). Besides, it is clear that future is important for everyone. It is crucial for psychological health of an individual to have positive feelings for the future without anxiety and to focus on it in this manner. It could be expected that optimistic people will not give up quickly when they are faced with any difficulty and will act in a constructive effort to realize their goals. When the emotional aspect of attitude towards the future is considered, positive and carefree tendencies will be anticipated to decrease possible turnover intention rates. All of the above-mentioned dynamics are of particular concern for hotel organisations, a major branch of service sector. On the grounds of Siao's (2006) research, (Amin & Akbar, 2013) remarked that it is not sufficient for a hotel organisation to be ranked as five-star in order to achieve the goals in terms of the services it offers. Instead, the quality of the services provided should be in high standards. In addition to service-related goals, as stated by Schmitt and Chan (1998) and Parker and Wall (2001), organisations should not only employ qualified workers but also engage the employees to the organisation in optimal level to achieve higher efficiency (Wright, Cropanzano & Bonett, 2007). This is extremely important as happiness of employees in tourism sector in their working life, and their motivation or demotivation affects their overall working behaviour and their performances. Besides, high-quality service is associated with motivated and engaged employees with high performance. It is obvious in the relevant literature that research interests of academics in tourism have tended towards positive psychology and the critical role of human relations on well-being is emphasized (Wittmer & Daum, 2016). Similarly, it is crucial to keep the workers in the organisation to gain competitive advantage in human resources in tourism sector. Analysis of literature reveals that experienced workers in tourism generally have a negative stance towards the sector (Aksu & Koksall, 2005; Kuslivan & Kuslivan, 2000; Kozak & Kızıllırmak, 2000; Koko and Guerrier, 1994; Pelit & Güçer, 2006). Organisational factors such as unfavourable working conditions, low wages, insufficient promotion and career opportunities (Kuslivan & Kuslivan, 2000; Ahmad et al., 2016; Casodo-Diaz & Simon, 2016), irregular and long working hours, lack of job security (Revilla & Carillo 2014; Brown et al., 2011) and concern for the future are listed among the main problems of the sector. However, when the practices in the sector and the researches on this subject are considered, it is obvious that studies on the positive aspects and strengths of individuals are limited and awareness has not been raised on well-being and turnover intention. From this point of view, it was considered essential to determine future orientation patterns of Human Resources Managers and the effect of their orientations on well-being and turnover intentions.

### **Conceptual Framework**

Together with the prominence of positive psychology, "well-being" has become one of the most highlighted subjects. Well-being concept, which has turned out amongst the most popular concepts in psychological counselling since 1990s, is the result of the modern individual's effort to find an answer for living a better and healthier life by reviewing his own lifestyle (Seligman & Csikszentmihaly, 2000). Analysis of relevant literature revealed that "well-being" concept has expanded in time. Hence, World Health Organisation redefined the concept, which was characterized before 1940s as not having any indication of illness, as "not only being free from illness or disability, but also being in complete wellness in terms of physical, psychological and social aspects" (Dogan 2006; Ozen, 2010).

The primary academic definition of well-being within the context of alternative health was made by Dunn(1961) and later ,Ardell (1977) and Hettler (1980) have initiated establishment of the conceptual framework of the subject (Owen et al., 2016).Other theoreticians like Arden (1977, 1982), Hettler (1980, 1984), Hind (1983), Jourard (1963, 1971), Maslow (1968), Travis (1981), and Travis and Ryan (1988) have established the conceptual framework of well-being (Dogan, 2006). The notion shared by all theoreticians is that well-being is a lifestyle where the individual is actively involved in determining his state of well-being.

Adams and Steinhardt (1997) defined wellness as a lifestyle allowing consistent and balanced development of physical, moral, psychological, social, emotional and intellectual aspects of human existence.According to Myers & David (2000), wellness is a way of life aspiring to have a healthy life and well-being where there is integration of body, mind and spirit so that the individual would live within community fully. Employees will experience wellness when they are encouraged by awareness campaigns and education programmes to grow as human beings (Rothmann& Ekkerd, 2007). Myers&David (2000) emphasized that individuals will improve not only by focusing on their problems but also on their developmental strengths and that well-being has learnable and changeable features. People mention being well, happy, healthy and living a long life when they list how a good life should be (Diener& Chan, 2011). Similarly, Diener et al. (2003) define the characteristics of a healthy culture with health, happiness and well-being. According to (Ryff, 1989), well-being is a multi-dimensional structure which is more than a simple combination of positive affect, negative affect and life satisfaction. The author adds the interest of researchers in the factors affecting the judgements regarding well-being.Relevant literature on well-being centres around two main perspectives. The first one is hedonism and the other is psychological functioning (eudaimonism) (Keyes, Shmotkin&Ryff 2002; Ryff&Singer, 2008; Deci et al.,2001; Ryan& Edward, 2001). Both traditions encompass humanistic values which dignify human potential to analyse a good life (Keyes, Shmotkin&Ryff, 2002). Hedonism focuses on well-being, satisfaction and happiness, and is generally defined with lacking of negative affect and presence of positive affect (Deci&Ryan, 2008). The main determinant in conceptualization of hedonistic perspective is self-evaluation of the individual of his own life according to the values and standards set by him. In many researches, hedonistic psychology considers well-being as “subjective well-being”. According to Deci& Ryan (2008), this concept is related to hedonistic approach with regards to well-being. Yet, positive and negative affect would be used in defining happiness to explain the concept more exactly as life satisfaction is not merely a hedonic concept.

Psychological functioning, on the other hand, focuses on self-fulfilment and full functioning, living the life completely and fully in a satisfactory manner (Ozen, 2010:48; Deci&Ryan, 2008). It is of utmost importance for psychological well-being of individual to realize his potential and lead a happy life. “Psychological well-being”, which affects work performance and working life quality (Daniel &Haris, 2000) can be defined as the evaluations of individual of his life with regards to appraisal of his life satisfaction, positive and negative affect and psychology (Ryff, 1989). Generally, discussions on the structure of psychological well-being focus on the distinction between positive and negative affect and life satisfaction (Ryff, 1989). Psychological well-being was referred as positive psychological functioning and was embraced under six dimensions which were positive relations with others, autonomy, environmental mastery, personal growth, purpose in life and self-acceptance (Kuyumcu&Güven, 2012).Besides, numerous empirical studies prove strong relationship between emotions and positive work behaviour. Research findings agree that positive or negative affect influence work behaviour. Whereas negative affect is associated with high absenteeism and turnover, positive affect is related to less stress, absenteeism and turnover intention (Fredrickson, 2001; Greenberg, 2015; Cassar& Tattersall, 1998; Spector, Chen & O’Connell, 2000; Spector & Fox, 2002; Iverson &Deery, 2001; Wright et al., 2007). Importance of well-being in business life can be evaluated from its adverse effectson life satisfaction, health, work performance, turnover and absenteeism. From these explanations, it could be possible to deduce that psychological well-being is one of the fundamental requirements of an individual and incorporates the main mental, psychological and physical states required to express and realize oneself in life, business environment and social environment, and shape one’s relations with his environment (Deci& Ryan, 2008).

First studies regarding expectations of future have started at the beginning of the first quarter of 21<sup>st</sup> century and revived in the middle of this century. W.I. Thomas, who was deemed as the pioneer of studies on future expectations, remarked that expectations affect the results and stated that if someone accepts a situation as true, the results will also become true. According to Thomas, the meaning of a certain act or behaviour does not arise from the nature of the said act or behaviour. People ascribe certain meanings to the acts and these meanings influence their future behaviours (Sanli&Saracli, 2015).Although the roots of interest in time dates back to thousands of years, emphasizing the significance of imaging future in understanding individual motives and behaviour in modern psychology lies in the premises of pioneers such as Lewin and Frank on psychological time or future orientation. Recently, psychological results of time orientation have been emphasized. But, studies on this topic are limited (Imamoglu& Edwards 2007). As cited by Adler (1994), expectations of the

future determine the behaviour of an individual just as much as his past experiences. Purpose of life is like the goal or the leading light in life (Güleri,2007).

Three concepts used in the literature are future time attitude, future time orientation and future time perspective, and there are differences among them. Future time perspective is about the extensive, structured and realistic plans of individuals regarding the future. Future time orientation, on the other hand, denotes time orientation preference of individuals in their opinions and behaviour as past, present or future (Calster, Lens & Nuttin, 1987). Future time attitude is the positive or negative orientations of individuals that they develop for their past, present or future. While the individuals may have negative attitudes towards their past or present days, they generally have positive and optimistic attitudes towards their future (Nuttin&Lens,1985). Various researches on future expectation present significant evidences proving that positive future expectation improves psychology (Sanli&Saricli, 2015). Although these concepts were used interchangeably in the literature, future time orientation in this study was used to refer to the attitude of an individual towards the future. Within this context, the purpose of the current study was to determine attitudes of human resources managers working in tourism industry towards the future. Besides, an individual with hopeful and optimistic future orientation will be more positive and insistent in attaining his goals and will not give in easily (Imamoğlu&Edwards, 2007) as people with positive future orientation are optimistic and hopeful of the future. When compared with individuals of negative future orientation, these individuals will display more effort to reach their goals in the future (Eryilmaz, 2011).

Turnover intention is defined as the destructive behaviour of workers when they are not satisfied from their working conditions (Waseem,et.al, 2014). According to Tett and Meyer (1993), turnover intention is thinking consciously and intentionally to leave the organisation. Turnover intention indicates the degree of workers' intentions to leave the organisation they work for (Martin, 1979). Parallel with these perspectives, Bartlett (1999) defined turnover intention as a conscious and deliberate decision or intention to leave the organisation. Turnover intention of workers is a topic that should be considered and understood by both industrial and organisational psychology (Egan et al, 2004). However, turnover intention of employees is still a major problem for organisations although factors pushing the workers to this kind of behaviour have been analysed (Porter et al,1973). Competitive market conditions nowadays cause pressure not only for organisations but also for the employees, who are the most significant resources of organisations. Especially in tourism organisations, uncertainties regarding the future, economic and psychological problems that arise in the worker and his family due to unemployment, and anxiety of seasonal unemployment diminish the power of the workers in coping with work load.

Analysis of literature presents researches that study psychological well-being with various variables or in different combinations. However, any studies discussing psychological well-being concept with the variables expressed by "Attitudes towards the Future and Positive Future Expectation" and "turnover intention" were not encountered. Therefore, the purpose of the study is to determine the relations between attitudes towards the future, positive future expectation, psychological well-being and turnover intention within the context of hotel organisations and test the hypothesis of the study within the light of these data. Besides, as stated by (Imamoğlu&Edwards, 2007; Owen, et al., 2016), studies on time concept were generally carried out among high school or university students. This tendency may arise both from access convenience and the significance attributed to the attitudes of young people who have a long future ahead. However, considering that time is important for each age group even in different ways, future studies should analyse differences in the time orientations of different age groups This study is expected to contribute both to the literature and practitioners from this perspective by filling the gap. Interestingly, although work satisfaction is a more familiar indicator in recent studies on turnover, Wright and Bonett (2007) demonstrated by citing Fisher and Hanna (1931) that well-being of personnel plays a major role in organisational studies. Fisher and Hanna (1931) mention the role of well-being more than turnover, and even argue that 90% of turnover and 50% of absenteeism is related to well-being.

### **Measures and Procedure**

In this study, four scales explained below, were administered to *Human resources managers*. Participants were requested to rate the items in all scales using 5-point Likert scales (1 = strongly disagree, 5 = strongly agree). Questionnaire administration lasted about 15-20 minutes.

#### ***Attitudes toward the Future Scale (ATFS):***

This scale was originally developed to assess the future orientations of university students (Guler, 2004). Following the factor analysis, the original scale consisting of 40 items was reduced to a short form of 15 Likert-type items. This short form had three subscales: Positive, Anxious, and Planned Orientations, each having five items. The Positive Orientations subscale includes items involving positive expectations for the future. The Anxious Orientation subscale includes items tapping uneasiness, fear and anxiety about the unpredictability



of the future and the Planned Orientation subscale includes items referring to thinking about and planning the future. The internal consistencies for each subscale were 0.80, 0.81, and 0.79, respectively. In this present study, data from the short form were used. Moreover, the study conceptualized future orientations of human resources managers in three main dimensions as Positive (F1), Anxious (F2) and Planned Orientations (F3).

#### **Positive Future Expectations Scale (PFES):**

This 5-item scale, originally developed by İmamoğlu (2001), aims to assess the positivity of expectations regarding one's personal future. The internal consistency of the scale was reported to be 0.85 and 0.92 (İmamoğlu, 2001; İmamoğlu, S., 2005).

#### **Well-Being Scale (WB)**

Well-Being scale was originally developed by (Diener et al., 2009) and adapted by Fidan and Usta (2013). The scale consists of eight items. Participants are requested to answer on a 5-points scale to what extent they agree (5) or disagree (1) with each presented statement. It assesses subjective well-being and individually perceived social-psychological prosperity (Diener et al, 2009). Factor analysis on the original English version of the questionnaire yielded a single domain. Similarly, the exploratory factor analysis of the Turkish version loaded all the items on one factor. The internal consistency coefficient of the Turkish version of the scale was 0.83.

#### **Turnover Intentions Scale (TI)**

This scale, developed by (Morrison, 2004), is a 3-item measurement. Turkish validation of the scale was made by Ömüriş (2014) and internal consistency coefficient was figured as 0.74.

#### **Data Analysis**

All items were coded and scored, and all the data were entered, checked for unusual values, and analyzed using SAS Version 9.4 statistical program (SAS Institute Inc., 2008). The socio-demographic data were analyzed via descriptive statistical analysis (counts and frequencies). Descriptive statistics, such as the mean, skewness and standard deviation, were used to describe items of the scales. Several statistical univariate and visualization tools are employed, including skewness, histograms, and box plots to evaluate patterns in the data and to assess the normality assumptions required for downstream analysis. The structural relationship analysis was used to examine the simultaneous relationship between Attitudes towards the Future, Positive Future Expectations, Well-Being, and turnover intention. This analysis is done using casual modeling with PROC CALIS from SAS/STAT software Version 9.4.

Given the sensitivity of the model to sample size, data analysis includes several goodness-of-fit indices in order to assess the degree of fit. These are non-norm fit (NNFI), comparative fit (CFI), chi-square, the chi-square/df ratio, goodness of fit index (GFI), adjusted GFI (AGFI) and the root mean square error of approximation (RMSEA). A goodness-of-fit index (GFI) of at least 0.90 has been the standard adopted by many researchers. The following criteria were also used. First, a GFI of >0.90, and an adjusted goodness-of-fit index of >0.90, were specified. Second, the Root Mean Square Error of Approximation with a 90% confidence interval was used to assess how well the models fit the data. Acceptable model fit is indicated by an RMSEA value of 0.06 or less (Hu, L., & Bentler, P.M., 1999). Values around 0.08 indicate moderate fit, and values above 0.10 indicate poor fit (Browne, M.W., & Cudeck, R., 1993). Third, a goodness-of-fit chi-square test, in which the fit is best if the chi-square is non-significant, was used. Forth, Bentler and Bonett's normed-fit index (NFI) and parsimonious normed-fit-index (PNFI) were used. Values of NFI and PNFI range between 0 and 1, and values >0.9 and >0.60, respectively, indicate an acceptable model fit to the data (Bollen, K.A., 1989). Finally, a comparative fit index (CFI) was employed (Bentler, P.M., 1990). Generally, a cut-off value > .90 for the CFI is considered to be consistent with moderate model fit (Bentler, P.M., 1990) and a cutoff value close to 0.95 indicates good model fit (Hu, L., & Bentler, P.M., 1999). We report values of skewness because when the items have non-normal distributions, the values of the fit indices become distorted.

A total of 68 human resources managers responded to the study. Table 1 shows the socio-demographic characteristics of these participants. Male and female proportions were almost the same, with 45.6% female and 54.4% male. More than a half of them was married (72.1%). About 69 % of the managers was between 26 and 40 years of age. The examination of education of the participants showed that more than 90% had associate or higher educational degree, the remaining had secondary school education. In terms of work status (occupation) the majority, 61%, of them are Human Resources Managers. As Table 1 shows nearly 15% had a monthly income of under 2000 Turkish Liras (\$ 625) a low income in relation to the country's standards of living.

**Table 1.**Socio-Demographic Profile of Respondents

ÖZELLİKLER	n	%
<b>Gender</b>		
Female	31	45.6
Male	37	54.4
<b>Marital Status</b>		
Single	19	27.9
Married	49	72.1
<b>Age</b>		
25 and less	3	4.4
26-30	14	20.6
31-35	18	26.5
36-40	15	22.1
41-45	10	14.7
46 and over	8	11.8
<b>Education</b>		
Secondary	5	7.5
Associate degree	14	20.9
Bachelor's degree	45	67.2
Postgraduate degree	3	4.5
<b>Occupation(work Status)</b>		
Human Resources Manager	34	60.7
Other	22	39.3
<b>Work Length</b>		
< 1 year	4	6.4
1-5 year	8	12.9
6-10 year	15	24.2
> 10 years	35	56.5
<b>Work Length in Current Hotel</b>		
< 1 year	7	13.7
1-5 year	21	41.2
6-10 year	13	25.5
> 10 years	10	19.6
<b>Monthly income(Turkish Lira*)</b>		
1,000-2,000	9	14.5
2,001-4,000	31	50.0
4,001 and over	22	35.5
<b>Type of Company</b>		
Independent	24	43.6
Chain	31	56.4

\*US\$ 1 is equivalent to 3,90 Turkish Lira.

The data were examined for univariate normality. Mean, standard deviation and skewness values for our sample are shown in Table 2. The mean skewness value was -0.354 (range=-1.68 to 1.54) and no items showed a skewness value greater than the cutoffs of |3| recommend by Kline (2005), and this supports univariate normality in the items.

**Table 2.**Means, standard deviations (SD) and s

	Items	Mean	SD	Skewness
F3	I make plans for the future.	4.500	0.611	-1.214
F2	I am afraid of thinking about the future.	1.765	1.024	1.353
F3	I make plans for the long-term.	4.000	0.881	-0.540
F2	Not knowing what the future will bring makes me uneasy.	2.779	1.303	0.048
F1	I think I will have better things in the future.	4.353	0.641	-0.825
F3	I think I should plan the future from today.	4.162	0.765	-1.522
F3	I am living today in the way to make the future better.	4.015	0.872	-1.280
F3	It is futile to think about the future.	1.956	1.152	1.296
F2	Unpredictability of the future makes me anxious.	2.794	1.322	0.153
F2	Thinking about the future does not disturb me.	3.824	1.132	-1.104
F1	I believe future will be better than today.	3.912	0.893	-0.729
F1	I believe I will have a good marriage in the future.	4.191	0.885	-1.188
F1	I believe I will do better things in the future.	4.382	0.647	-0.907
F1	I believe I will be more successful in the future.	4.338	0.765	-1.697
F2	Thinking about the future makes me anxious.	2.044	1.139	0.911
A16	I am rather optimistic about my personal future.	4.221	0.730	-0.844
A17	I believe I will achieve my goals in the end.	4.368	0.596	-0.337
A18	I am optimistic in realizing the things I would like to do in the future.	4.279	0.688	-0.995
A19	I can be regarded as pessimistic about my personal future.	1.691	0.902	1.540
A20	Despite some difficulties, I am optimistic about the future.	4.235	0.550	0.077

A21	I lead a purposeful and meaningful life.	4.324	0.633	-0.387
A22	My social relations are supportive and pleasing.	4.309	0.697	-0.779
A23	I am committed to and interested in my daily activities.	4.074	0.869	-0.707
A24	I actively participate in happiness and well-being of others.	4.397	0.626	-0.536
A25	I am capable and sufficient in the activities important for me.	4.397	0.550	-0.130
A26	I am a good person and I lead a good life.	4.324	0.679	-0.800
A27	I am optimistic about my future.	4.250	0.720	-0.911
A28	People respect me.	4.353	0.617	-0.786
A29	I frequently think about leaving my job.	2.118	1.140	1.071
A30	If I had the chance, I will be self-employed within the next year.	2.897	1.537	0.051
A31	This time next year, I will probably be looking for a new job.	1.985	1.058	0.731

kewness values of the items used in the study

Table2 shows the means, standart deviations and intercorrelations for the variables used in this study. As can be seen, the turnover intention scale is negatively correlated with other scales. It correlates at lower level with the ATFS scale than PFES and WB scales. On the other hand, ATFS, PFES and WB scales are positively correlated with each other. The highest correlations are observed between ATFS, PFES and WB scales.

**Table 2.** Means, standart deviations and correlations between measured variables

Scales	Mean	SD	ATFS	PFES	WB	TI	F1	F2
ATFS	3.534	0.299						
PFES	3.759	0.341	0.275*					
WB	4.303	0.523	0.510**	0.606**				
TI	2.333	0.974	-0.129	-0.263*	-0.229			
F1	4.235	0.579	0.709**	0.587**	0.781**	-0.273*		
F2	2.641	0.622	0.367**	-0.369**	-0.367**	0.104	-0.309*	
F3	3.726	0.396	0.651**	0.343**	0.589**	-0.054	0.629**	-0.285*

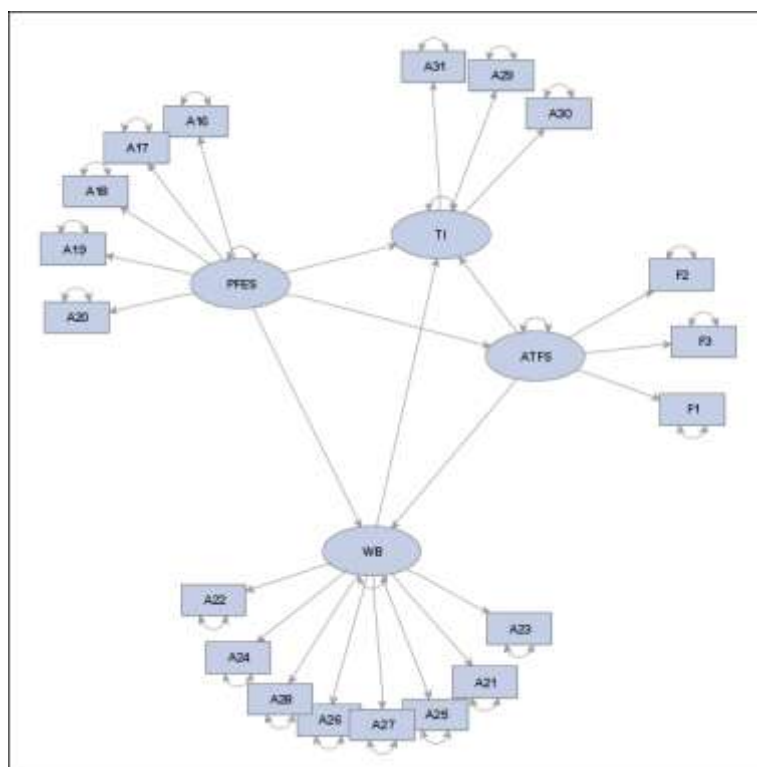
\* Correlation is significant at the 0.05 level

\*\* Correlation is significant at the 0.01 level

### Causal Path Model Testing Of The Proposed Structural Model

The primary purpose of this study is to determine the effect of future orientation of Human Resources Managers working in five-star hotels on psychological well-being and turnover intentions. Therefore, an insight to high turnover among human resources professionals may be acquired. All of the studies mentioned in the literature review comprise researches in other countries firms and this study has an emphasis on Turkish context. The framework for this study has three independent variables namely *Attitudes towards the Future, Positive Future Expectations and Well-Being*, and one dependant variable i.e. turnover intention. The theoretical model tested in this study is depicted in Figure 1. The two components of the model (i.e., ATFS and PFES) are allowed to co-vary.

In this figure, ATFS is hypothesized to impact on the PFES in that if the attitudes towards the future increase, this will likely increase the positive future expectations. PFES, in turn, is likely to impact on the ATFS (more highly positive future expectations will probably result in better attitudes towards the future). There are four variables along with four hypothesized regression paths and estimates indicated by arrows. ATFS and PFES are both related to WB and TI. It is assumed that the three of the independent variables, ATFS, PFES and WB, are negatively correlated to turnover intention. On the other hand, these three variables are positively correlated to each other.



**Figure 1.** Initially proposed structural model

The structural model in Figure 1 was tested and the results for the goodness of fit measures are illustrated in Table 3. As can be seen that the initial proposed model fits the data adequately. The Chi-square statistic fit was 247.17 with 146 degree of freedom. The Chi-Square/df of 1.693 ( $p < 0.000$ ) is less than 2.0 and acceptable. GFI, AGFI and NFI at 0.960, 0.949 and 0.947, respectively, are well above 0.9. RMSEA value of 0.060 can be considered acceptable. Since PNFI  $> 0.60$  is considered acceptable, the PNFI value of the theoretical model, 0.836, meets the acceptable criteria for parsimony. These indicators suggested that the model had good fit, justifying further interpretation. In addition, the squared multiple correlations,  $R^2$ , give us an idea of how well our model fits because, these values are interpreted as the percentage of variance in our endogenous variables accounted for by their respective exogenous variables. Our results showed that the model explained 25.2% of the variance in TI and 57.9% of the variance in WB.

**Table 3.** Fit indices for the structural model

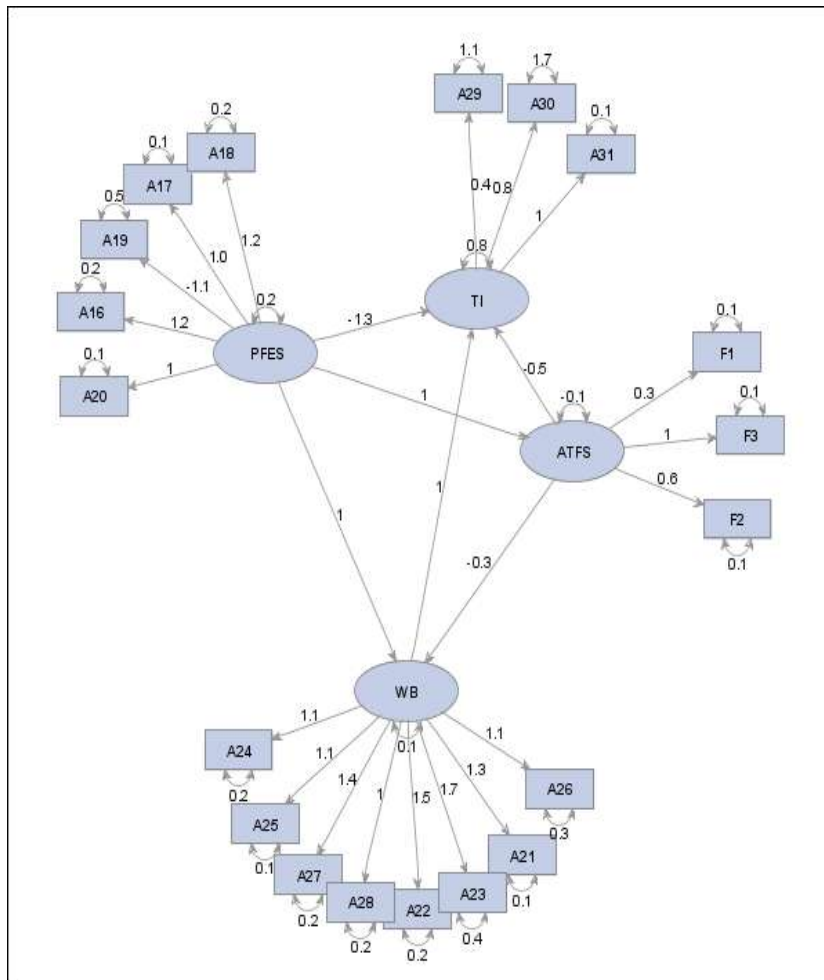
Index	Value
Chi-Square	247.17
df	146
Chi-Square/df	1.693
RMSEA	0.060
GFI	0.960
Adjusted GFI (AGFI)	0.949
Parsimonious NFI	0.836
Bentler-Bonett NFI	0.947

Figure 2 and Table 4 presents the estimates for the overall fit parameters. The fit of the initial model was also assessed in localized areas by inspecting the significance tests for the estimates, and residuals. The hypothesized relationships given in Figure 1 were supported by the fit indices and the estimates and standardized estimates for the overall fit parameters are illustrated in Table 4. Figure 2 presents only the estimates of the relationship. The standardized estimates range from -0.576 to 1.294. The significance values for the estimates indicated that all parameter estimates are significant at  $p < 0.01$ . The empirical results showed that the ATFS and PFES had negative effects on the TI ( $p < 0.001$ ). However, the WB had a positive effect on the TI ( $p < 0.001$ ). While the ATFS had a positive effect on the WB ( $p < 0.000$ ), the PFES had a negative effect ( $p < 0.001$ ). Additionally, the significant positive impact of the PFES on the ATFS was observed ( $p < 0.000$ ).



**Table 4.** Estimates and the standardized estimates for the indicator variables of the theoretical structural model

	Path		Estimate	Standardized Estimate
F1	<---	ATFS	0.323	0.381
F2	<---	ATFS	0.593	0.612
F3	<---	ATFS	1.000	0.674
A16	<---	PFES	1.204	0.753
A17	<---	PFES	1.034	0.792
A18	<---	PFES	1.233	0.819
A19	<---	PFES	-1.139	-0.576
A20	<---	PFES	1.000	0.831
A21	<---	WB	1.340	0.812
A22	<---	WB	1.483	0.817
A23	<---	WB	1.652	0.729
A24	<---	WB	1.102	0.675
A25	<---	WB	1.084	0.756
A26	<---	WB	1.119	0.632
A27	<---	WB	1.438	0.766
A28	<---	WB	1.000	0.621
A29	<---	TI	0.383	0.347
A30	<---	TI	0.761	0.511
A31	<---	TI	1.000	0.975
TI	<---	ATFS	-0.494	-0.169
TI	<---	PFES	-1.300	-0.576
TI	<---	WB	1.000	0.372
WB	<---	ATFS	-0.328	-0.301
WB	<---	PFES	1.000	1.190
ATFS	<---	PFES	1.000	1.294

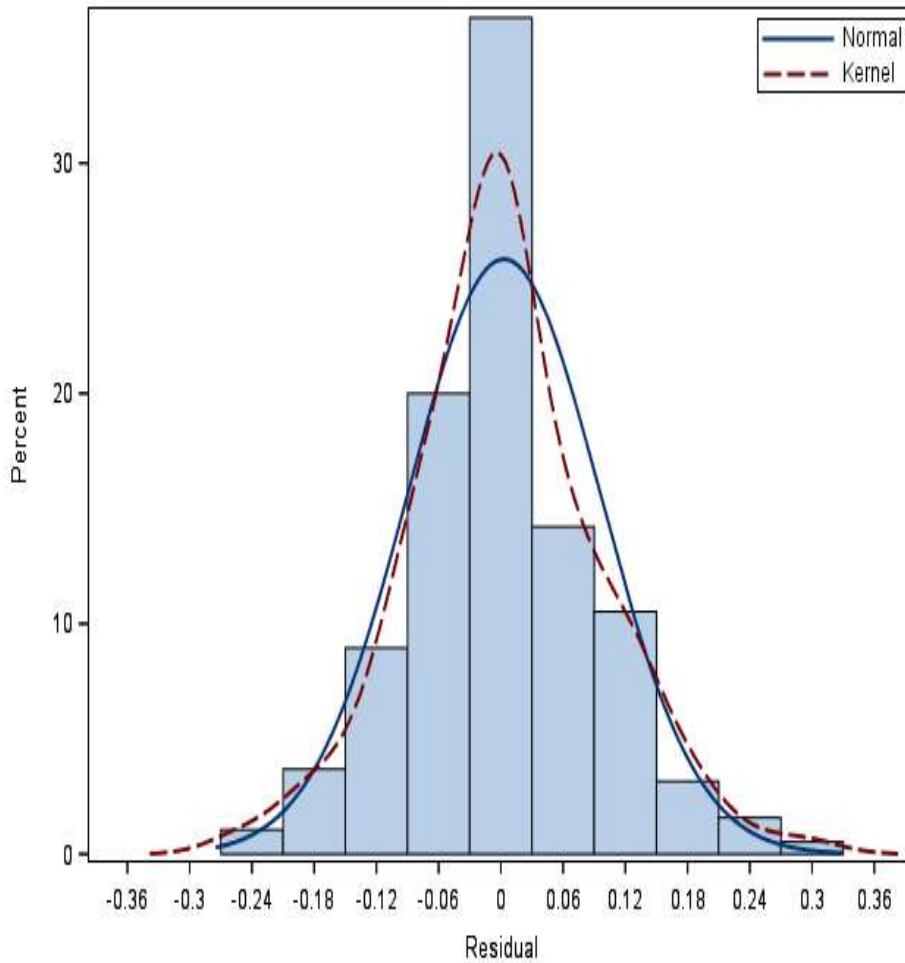


**Figure 2.** Results of the analysis of theoretical structural model, showing the observed variables and the estimates (all significant at the 0.05 level)

The total effect of the study's variables on the TI was also examined because indirect and total effects were also the important parameters of this study and the results are presented in Table 5. The total effect combination of direct and indirect effects is useful to properly disentangle the role of the variables in determining TI and to conclude for a mediating role of WB, ATFS and PFES in this study. As shown in Table 5, WB was revealed to be the most important factor, with the largest total impact (0.372) on TI, followed by ATFS (-0.281), and PFES (-0.4966).

**Table 5.** Decomposition of effects on TI with standardized values

c	Total	Direct	Indirect
ATFS	-0.2810	-0.1689	-0.1121
PFES	-0.4966	-0.5756	0.0790
WB	0.3720	0.3720	



**Figure 3.** A histogram of standardized residuals

Usually, it is necessary to check the structural model to ensure that it provides an adequate approximation to the real system. Unless the model shows an adequate fit, proceeding with the investigation and optimisation of the likely fitted structural equation model will give poor or misleading results. The standardized residuals from the least squares fit play an important role in judging model adequacy. Models that fit the data well have standardized residuals that are zero or near zero and have a symmetrical distribution centered on zero. Residual values greater than 2.00 are considered problematic. The model adequacy or the appropriateness of the fit of the proposed structural model to our data can be assessed by applying the diagnostic plots, such as a histogram of the standardized residuals. Figure 3 shows this diagnostic plot for our structural model. Assessment of the standardized residuals shows the data is normally distributed and all of the residuals are much less than 2.00.

## II. CONCLUSION

The purpose of the study is to analyse the relationships between positive future expectation, attitude towards the future, psychological well-being and turnover intention within the framework of research model. Main findings of the research verified the model. According to the findings, it is determined that whereas there is a positive relationship between future attitudes and expectations of human resources managers and psychological well-being; there is a negative a relationship between these orientations and their turnover intention.

In other words, it is seen that future expectations and attitudes serve as catalyst positively affecting psychological well-being. The results parallel with findings of the studies regarding the future (Scheier& Carver, 1985; 1987; Scheier et al., 1989; Segerstrom et al.,1998; Taylor & Brown, 1988), which indicate that a positive future attitude is significant for psychological health. It can be concluded from findings of the studies in literature that future expectations and attitudes positively affect psychological well-being. According to Zaleski, Cycon&Kurc (2001), there is a positive correlation between future time perspective and well-being, together with its features like a meaningful life, self-sufficiency and perseverance (Boniwell&Zimbardo, 2004). Positive future orientation is considered by Kazakina (1999) as the main aspect of optimism which is defined as expecting positive changes. The author also indicated that future orientation is significant for well-being and positive functioning (Kazakina, 1999). Moreover, future orientation in thinking is stated to influence the proactive and healthy life among elderly (Kahana, Kahana& Zhang, 2005). Overall, it is possible to infer that individuals with positive future orientation will be more optimistic and hopeful of the future. From this perspective, it can be expected that the human resources managers, who participated in the research and who are optimistic of the future, will not admit defeat against difficulties easily and will act in a constructive manner to realise their goals. In our country, social and economic problems, difficulties experienced in business life, and the anxieties about the future negatively affect the employees and their psychological well-being together with their negative future orientations. However, psychological well-being is one of the essentials of human beings and it is a mental (cognitive), psychological and physical state required to express and actualise oneself in life, in working life and in social environment; to shape relations with the people around; to work; to make research and investigation on a subject; to sustain leisure time activities; to take daily decisions and make choices; and at the same time to lead an internally satisfactory life. It is already known that complex operations, intense work pressure, labour intensive structure, and long and tiring working hours of hotel organisations are among the major difficulties experienced by hotel employees. Employees become more important due to the labour intensive structure of hotel organisations, and their requirement of quality in working life increases. Therefore, psychological well-being of employees must be improved to prevent their alienation from working environment, and to increase their commitment to work and their job satisfaction. Especially, if self-perception and future expectations of employees are known, intra-organisation programs will better satisfy their needs. Otherwise, how could it be possible for individuals with negative attitudes towards future to "be well"? Thus, in order to supplement the findings of this research, it is important to determine where the workers in the sector think their future will be "well".

On the other hand, relevant literature provides limited number of studies on the relationship between future orientations and psychological well-being of managers. Theoretically, it will be contributory to broadly analyse the factors affecting psychological well-being in order to understand the relationship between future orientations and psychological well-being better. Within this context, explaining the contribution of positive aspects of future expectations and attitudes, particularly psychological well-being, to tourism workers will be the first action to be taken. Both supportive trainings and positive, constructive behaviour of the management regarding these subjects will be effective in improvement and strengthening of employee perceptions of future orientations and psychological well-being.

The study is subject to certain limitations. The research was concluded with limited number of participants. Therefore, it could not be possible to generalise study findings. Yet, further research can use the scales of this study to make a similar research with a larger sample. Due to the research purpose and page limitations, the relationships between demographics of participants and the research variables could not be analysed. Studies especially focusing on these relations can be done in the future. However, this research is expected to contribute current literature thanks to its methodology and the findings obtained by analysing a subject that has not been studied before, and is anticipated to produce novel research in this field.

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