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Human Energy in Hotel Enterprises: Causes and Consequences¹

Otel İşletmelerinde İnsan Enerjisi: Nedenleri ve Sonuçları

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Abstract

The aim of this study is to determine the human energy levels of hotel business employees and to reveal the factors affecting the energy levels of employees and the factors affecting the energy levels. For this purpose, the relationship between perceived organizational support, leader-member interaction, perceived autonomy, workplace friendship, organizational commitment, employee performance, employee creativity and human energy were examined with a positive organizational behavior approach. In this context, 393 data were collected from the employee of the five-star hotel business in Antalya by using the purposeful sampling method and survey technique. As a result of the regression analysis conducted with the obtained data, it was determined that perceived organizational support, leader-member exchange, perceived autonomy, workplace friendship and organizational commitment had a significant and positive effect on the energy of hotel business employees and that organizational commitment was the variable that affected energy levels the most. As a result of the regression analysis conducted to examine the effect of energy levels of hotel employees on individual outputs, it was determined that the energy levels of the employees had a significant and positive effect on their creativity and performance. The study is expected to contribute to the relevant literature and to offer solutions to the employees and managers in practice.

Keywords: Hotel Enterprises, Hotel Employees, Human Energy, Human Energy Causes, Human Energy Consequences.

Öz

Bu çalışmanın amacı, otel işletmesi çalışanlarının insan enerji düzeylerini belirlemek ve çalışanların enerji düzeylerini etkileyen faktörleri ve enerji düzeylerini etkileyen faktörleri ortaya çıkarmaktır. Bu amaçla bu

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çalışmada, algılanan örgütsel destek, lider-üye etkileşimi, algılanan özerklik, işyeri arkadaşlığı, örgütsel bağlılık, çalışan performansı ve çalışan yaratıcılığı ile insan enerjisi arasındaki ilişki, pozitif örgütsel davranış yaklaşımıyla ortaya konulmuştur. Bu kapsamda Antalya ilinde faaliyet gösteren beş yıldızlı otel işletmesi çalışanından amaçlı örnekleme yöntemi ve anket tekniği kullanılarak 393 adet veri toplanmıştır. Elde edilen verilerle yapılan regresyon analizi sonucunda, algılanan örgütsel destek, lider-üye etkileşimi, algılanan özerklik, işyeri arkadaşlığı ve örgütsel bağlılığın otel işletmesi çalışanlarının enerjileri üzerinde anlamlı ve pozitif yönde etkiye sahip olduğu ve enerji düzeylerini en fazla etkileyen değişkenin örgütsel bağlılık olduğu tespit edilmiştir. Otel işletmesi çalışanlarının enerji düzeylerinin bireysel çıktılar üzerindeki etkisini incelemek için yapılan regresyon analizi sonucunda ise, çalışanların enerji düzeylerinin yaratıcılıkları ve performansları üzerinde anlamlı ve pozitif yönde etkiye sahip olduğu tespit edilmiştir. Çalışmanın ilgili literatüre katkı sağlamasının yanı sıra uygulamada çalışan ve yöneticilere çözüm önerileri sunması beklenmektedir.

Anahtar Kelimeler: Otel İşletmeleri, Otel İşletmesi Çalışanları, İnsan Enerjisi, İnsan Enerjisi Nedenleri, İnsan Enerjisi Sonuçları.

Introduction

Proceeding from Einstein's thesis that everything is energy, it can be said that every activity and movement results in the transfer of energy, and ensuring that the material world maintains its integrity and balance depends on energy. In this regard, role of energy in the life of organizations, as well as for individuals, cannot be ignored. Achieving the goals and objectives of the organization and ensuring the continuity of its performance depends on the energetic structure of the organization. The concept of energy is expressed in the organization at the individual level by the concept of human energy. Human energy is the impulse that drives an individual to act when performing tasks. This impulse is a multifaceted experience that arises as emotional, mental, spiritual and physical energy, which also includes social interaction. Energy is the feeling of a person's willingness to engage in a certain behavior or take on a task (Quinn & Dutton, 2005).

Without energy, the action, movement and power necessary for taking place of change cannot arise, and as a result, goals cannot be carried out and developed. Therefore, the ability of organizations to adapt to changing and developing global markets depends on the fact that they create the environment and conditions that ensure constant energy renewal within themselves. Organizations should constantly strive to achieve a balance between the processes of stimulation and slowdown of the energies of their employees if they want to survive.

When the literature is examined, it can be said that the studies conducted on human energy until the 2000s were based on theory (Hjelholt, 1979; Maisonrouge, 1977). In the studies conducted from 2000 to the present day, some researchers have used terms for a feeling of energy, vitality, vigor, etc. instead of the concept of human energy. It has been observed that some researchers have been working on their predecessors using the term of human energy (Bayram, 2016, 2018).

Globalization, rapid technological development, national and international competition cause enterprises face many problems and they are under great pressure to find quick solutions to problems, to be the best and to be ready for new ideas. Saving businesses from these pressures are possible with innovative, creative and high-performance employees in the workplace. Creativity "is defined as to produce new and useful ideas" by employee (Amabile, 1983) to achieve the goals he has put himself into

the business that performs a sequence of behaviors defined as performance (Motowidlo & Van Scotter, 1994) relates the employees to be powered at a high level.

Researchers have stated that positive emotions and having high energy increase employee productivity, thus, the performance of employees (Fredrickson, 2001; Jansen, 2004), creativity (Atwater & Carmeli, 2009) and satisfaction (Cherniss et al., 2006; Donnelly & McSweeney, 2008) have increased. Other studies on human energy have shown that autonomy (Ryan & Deci, 2000), leader-member exchange (Atwater & Carmeli, 2009; Bayram, 2018; Owens et al., 2016), perceived organizational support (Bruch & Vogel, 2011), organizational commitment (Bruch & Vogel, 2011; Hoon Song et al., 2012) and relations with colleagues (Hjelholt, 1979) have a positive effect on energy.

Within the framework of the explanations, employees with autonomy will be able to feel more energetic as they can take the initiative in all activities. High-quality relations between the employee and the leader will also have a positive impact on the employees' energy of the interaction of the leader and the member. Employees may feel that the organization cares about them and that they are being treated fairly with organizational support. In this way, positive interactions and OC will increase decisively between employees with workplace friendship. The bond formed between the organization and the employee will affect the further efforts for its success. Therefore, It will allow people to reveal their existing energy and replenish their energy while performing their duties.

Research shows that the overall energy level in an organization is based on the common synergy formed by the individual energies of employees. The general behavior and positive dynamics exhibited by employees also affect energy at the organizational level by changing or encouraging employees' energy levels (Cole et al., 2012). Cole, Bruch and Vogel (2012) and Dutton (2003) individual, team and organizational level of energy is a helpful resource in organizations to motivate the employees. They stated that it is extremely important to be examined in the field of organizational behavior in order to be able to perform better. Cross, Baker and Parker (2003) emphasized the importance of applying employee energy in different fields. They stated that the service sector is the sector most affected by the energy phenomenon in these areas. Although energy-related studies have been made in countries and cultures such as France, Germany, Switzerland, Great Britain, Sweden, USA and South Africa (Cole et al., 2012), Bruch and Vogel (2011) stated that there are still missing parts for the concept of energy and that more work needs to be done on this issue. Although studies conducted over the past 20 years have increased the interest in human energy, Cameron, Dutton and Quinn (2003) have stated that the current literature is insufficient. Similarly, Quinn and Dutton (2005) emphasized that although the concept of energy has been used in many studies in the field of organizational behavior, it is a concept that is rarely defined. Cameron and Caza (2004) emphasized that there is a lack of a valid and reliable measurement tool to measure energy in the workplace. Taylor (2015) stated that it is important to determine the dimensions in which employees' energy levels occur and which variables are affected by these dimensions and which variables affect them. Bayram (2016) stated that it is important to expand the literature by examining human energy with different sectors and variables.

Kipfelsberger, Bruch and Herhausen (2019) stated that organizations with high customer contact should have higher individual, team and organizational energies, and in parallel, they will be more likely



to achieve their goals. Hotel enterprises are the leading organizations that have high contact with the customer. Intense competition in the hotel industry and customer demands/expectations in the face of change, survival of businesses depends on to reconfigure themselves to the hotel enterprises and human use resources effectively and efficiently. The fact that employees can create a unique customer experience using their knowledge skills and experience is related to the fact that they mobilize the energy they have.

For these reasons, the determination of the energy of the employees of the hotel business is needed as described. a) Development of a measurement tool that will allow it to be measured. b) Expansion of the existing literature. c) Identification of variables that encourage employees to be energetic. d) How energetic employees have an impact on their performance and creativity, which is expressed in the fact that they play an important role in providing a competitive advantage to enterprises.

In the study, the variables affecting the energy levels of hotel employees and the energy levels of employees were also examined. Although there is not much research in the literature on human energy, it was created based on the recommendations of both one-to-one related studies and studies conducted with the sub-dimensions of human energy, as well as studies conducted and based on a positive organizational behavior approach.

The positive organizational behavior approach deals with the sustainability of people, organizations and the environment (Spreitzer & Cameron, 2012). It focuses on productivity-enhancing dynamics. It emphasizes the highlighting of employee strengths and positive situations in shaping results at the individual and organizational level (Meyers et al., 2013; Steele et al., 2012). Therefore, in the research, the variables that are considered to contribute positively to human energy have been determined as the predecessor.

It can be argued that the problem of human energy in hotel establishments and the situations depicted on the basis of observations are not generalizable. However, in order to determine and solve this situation, it is necessary to be able to concretely describe its existence and to test the relevant antecedents and successors of the energy levels of hotel employees. In this way, it is thought that an important contribution will be made to the relevant literature. A study examining related variables together has not been found in the literature. In addition, the absence of a study on the human energy variable in the sample of hotel management employees in Turkey reveals the originality and importance of the study.

Deriving from the above-mentioned description, the main purpose of this study is to reveal the effect of perceived organizational support, leader-member exchange, perceived autonomy, friendship in, OC on human energy and the effect of human energy on employee creativity and performance. In line with this general purpose, it is aimed to introduce the concept of human energy into the Turkish tourism literature, to present a valid and reliable measurement tool for measuring the energy levels of hotel employees, and to determine the dimensions in which human energy has emerged.

Literature review

Human energy

The word energy was derived from the Greek words “energia” meaning “being in motion, action and functioning” and energos meaning “active, working” in the 1590s. The British began to use energy as a broader meaning of power in the 1660s (Harper, 2001). Louw, Sutherland and Hofmeyr (2012) defined energy as the ability that allows us to perform physical, mental and emotional tasks and they stated that some of the energy is consumed while performing these tasks. The concept of energy was scientifically described for the first time in 1807 by the doctor and physicist Thomas Young as the ability to do work (Dell & Rand, 2004; Trumper, 1990). When the literature is examined, it is possible to say that the definitions made about energy are considered by the authors from different perspectives. Dewey (1922) defined energy as a force that mobilizes the basic source that ensures the continuation of life. This also applies to group and organizational life (Quoted by Dewey, 2004). Energy is the capacity that provides continuity in the structure and behavior in which it is used (Dhawan, 1982). Etzioni (1968) expressed energy as a spiritual and social resource. According to this view, people are members of a social system and can take action by dedicating themselves to a mission that causes social change.

The concept of energy in the context of organizational behavior was first considered by Adams in 1984. Adams defined energy as the power to take action and the ability to take on the job in order to do the job successfully (Cuff, 2011). Levy and Merry (1986) then considered this definition of energy as the level of performance, motivation and intensity of employees in their work tasks. Loehr and Schwartz (2001) stated that human energy is the ability of members of an organization to perform their work tasks. Zobel (2006) stated that working with a physical approach to explain human energy in the working environment is the transfer of energy. Dutton (2003), when considering the concept of energy, considered energy as the fuel that governs organizations and referred to human energy. Similarly, Katz and Kahn (1966), when defining the concept of energy, referred to human energy by considering it as the input necessary for an organization to continue its activities. In this view, money, raw materials and human energy are the most important inputs of the organization. Quinn and Dutton (2005) have defined human energy as an emotional experience that includes a positive feeling of arousal, a desire to act and the ability to move in a working environment. Cole, Brush and Vogel (2005) suggested that human energy represents the level of spirit, morale, enthusiasm, motivation, speed and performance that increase the vitality and endurance of employees. Cartwright and Holmes (2006) expressed human energy as a constructive incentive that evokes the feelings of employees of the organization.

As stated in the definitions above, energy is the ability and capacity to do work from within, no matter from what point of view, by its most general definition. Energy is the main fuel that allows us to perform physical, mental, emotional and spiritual tasks. Every activity we carry out consumes this fuel. However, the interactions of individuals ensure that their exhausted energies are fulfilled again.

Dimensions of Human Energy

Mental Energy (ME): Mental energy is conceptualized as the collective experience of cognitive processes that lead employees to approach work-related activities and challenges in a productive way (Cole et al., 2005). Lykken (2005) defines ME as the ability to continue thinking productively in the face of a problem for a long time, ability to focus attention, ability to stop distracting things and ability to insist on looking for a solution.



Physical Energy (PE): Physical energy is the most basic mechanism of human energy and is related to nutrition, exercise, sleep and rest. PE determines the basic energy level of a person, his ability to manage emotions and direct attention to work (Schwartz & McCarthy, 2007; Zhang et al., 2018). The continuation of physical energy throughout the day depends on a good breakfast and, in particular, lunch, which is rich in protein.

Spiritual Energy (SE): People's spiritual energy increases when their daily tasks at work are consistent with the things they value most. Increased SE allows people to feel more positive, focus better and show more perseverance. Schwartz and McCarthy (2007) noted that the energy of the human psyche can be accessed by people who are doing their best and enjoying their job the most, devoting time and energy to important issues of life and applying the basic values in everyday behavior.

Emotional Energy (EE): Emotional energy is caused by the fact that the employee is positively influenced by work-related situations and experiences. Barsade (2002) used emotional energy as a synonym for emotional intensity. He defined emotional energy as the expression and transmission of emotions from one person to another. It is noted that energy here includes nonverbal elements such as movements or facial expressions, as well as verbal elements such as the speed and height of speech.

Human energy and Perceived Organizational Support (POS)

The concept of perceived organizational support forty years ago, researchers and graduate students first, it has emerged when discussing that the research on the organizational commitment of employees has failed to take into account the commitment of the organization to them. Perceived organizational support refers to the organization's perceptions that it values the contributions of employees and cares about their well-being (Eisenberger et al., 1986). Studies conducted to better understand organizational support have allowed us to gain a new perspective on the concept over time.

According to another definition, organizational support means that employees are not only appreciated with financial rewards, but also valued for their happiness, success, and business ambitions (Tanriverdi & Kılıç, 2016). In addition to making the employees of the organization feel safe, perceived organizational support always makes the presence of the organization feel on their side (Eisenberger et al., 1990). The researchers stated that the fact that employees see that rewards are distributed fairly within the organization, have a say in decisions, and see their managers as supportive allows them to perceive their organizations as supportive (Robbins & Judge, 2017). In addition, Howes et al., (2000) stated that employees perceive the support provided by their organizations as a commitment to them and, in turn, employees' commitment to the organization increases. From this point of view, it is seen that employees with a higher perception of organizational support want to contribute more to the organization.

The description in the light of organizational support and employees' ideas, suggestions, and criticism of the acquisition, ensuring the safety of employees, giving them job security and supporting intra-organizational communication can help employees perceive the organizations in which they work as supportive. In addition, it can be said that treating all employees equally and fairly, being with them in their difficult situations and times, and praising the diligence, efforts and achievements of employees will also strengthen the perception of employees that their organizations support them.

When the literature is examined, there are no studies that address the relationship between HE and perceived organizational support. However, some studies provide indirect support for this relationship. According to Quinn and Dutton (2005), every organization has a large energy store and they have stated that in order to increase the sustainability of this energy, the individual should be guided by the management and the leader. One of the important factors for stimulating and developing energy in an organization is the style of leadership, especially with charismatic and transformational leadership, as well as managerial (trust, support, commitment and job security, etc.) are approximations (Ashkanasy & Tse, 2000; Bruch & Vogel, 2011; Dutton, 2003). Louw, Sutherland, and Hofmeyr (2012) found that the factors that positively affect the energy of employees in an organization are job security, management support, leadership style, and recognition. Within the framework of the information obtained, the following hypotheses were developed.

H1: POS has a positive effect on HE.

H1a: POS has a positive effect on ME.

H1b: POS has a positive effect on SE.

H1c: POS has a positive effect on PE.

H1d: POS has a positive effect on EE.

Human Energy and Leader-Member Exchange (LMX)

The basic logic underlying the theory of leader-member exchange is that relations of the same quality cannot be established between the leader and all of his members. According to Graen and Uhl-Bien (1995), the focus of this approach is on the mutual relationship between the leader and the member. The main opinion that the approach advocates that effective leadership can arise if a leadership relationship is developed between the leader and the member. Cheung and Wu (2012) define LMX as one-on-one business-oriented relationships established between employees and managers. Harris, Wheeler and Kacmar (2009) express the key point of LMX as a result of people's mutual feelings and needs becoming a series of interactions with each other and differentiating these interactions. In summary, LMX is strengthening or weakening according to the quality of the benefit-based mutual exchange between the leader and his follower. It is stated that the LMX, the interaction of the leader and his followers varies from follower to follower. This, in turn, leads to the fact that the interaction occurs in different qualities.

When the literature is examined, it is possible to say that there are almost no studies investigating the effects of LMX on energy feeling and human energy. According to Atwater and Carmeli (2009), LMX has a positive effect on energy sensation. Bayram (2016, 2018), in his study on white-collar employees in the manufacturing industry, revealed the positive effect of LMX on human energy. Tushman and O'Reilly (1996), on the other hand, stated that "the best leaders are those who can create energy before managing employees". Bruch and Ghoshal (2004) stated that the main task of a leader is not only to make employees happy and feel comfortable, but also to direct their intellectual abilities and energies to the organizational vision. Kiirla (2007) stated that humble, talented and intellectual leaders increase the emotional energy of employees. This result shows consistency with Collins' (2004) theory. Collins



stated that interacting with high-status people increases emotional energy, while interacting with low-status people reduces emotional energy. However, Kiirla (2007) stated that using a sense of trust, enthusiasm, strength and initiative has an effect on emotional energy. Owens et al. (2016) found a positive relationship between LMX and relational energy in their studies. The following hypotheses are proposed depending on the explanations.

H2: LMX has a positive effect on HE.

H2a: LMX has a positive effect on ME.

H2b: LMX has a positive effect on SE.

H2c: LMX has a positive effect on PE.

H2d: LMX has a positive effect on EE.

Human Energy and Perceived Autonomy (PA)

Having significant freedom in deciding how to complete a job and determining work schedules is very important for a large number of employees in today's world. Turner and Lawrence (1965) expressed business autonomy as the discretion that employees are expected to use when performing a given task. Turner and Lawrence (1965) expressed business autonomy as the discretion that employees are expected to use when performing a given task. Hackman and Oldman (1975), on the other hand, defined autonomy as the amount of freedom, independence and discretion over the work of an employee. Control is the main theme in both personal and professional endeavors. Individuals desire to have control over their work environment and make efforts to have control (Jex et al., 2003). Perceptions of control in the workplace are related to autonomy. The person's control over the work schedule affects the lives of employees in work and non-work environments. Therefore, the perception of control by an employee plays a role in determining how he will react in a particular situation (Landy & Conte, 2004). In summary, autonomy is the ability of individuals with the knowledge and experience required by the profession to determine the method they will use in work-related matters, to make decisions and to method this process by taking responsibility on themselves.

When the literature is examined, there are no studies that address the relationship between autonomy and human energy. However, some studies provide indirect support for this research. Ryan and Frederick (1997) noted that autonomy contributes to an increase in the level of vitality and emotional energy. Ryan and Deci (2000) stated that autonomy has a significant effect on energy and motivation. Shirom (2003) stated in his study that autonomy is the predecessor of vitality and that autonomy affects vitality levels. Within the framework of the information obtained, the following hypotheses were developed.

H3: PO has a positive effect on HE.

H3a: PO has a positive effect on ME.

H3b: PO has a positive effect on SE.

H3c: PO has a positive effect on PE.

H3d: PO has a positive effect on EE.

Human Energy and Organizational Commitment (OC)

Organizational commitment has become one of the topics of interest to researchers working in the field of organizational behavior since the 1960s, as it increases the productivity of employees within the organization and reduces their intention to leave work (Wasti & Önder, 2012). Allen and Meyer (1990) stated that OC is a psychological situation that binds an individual to an organization. Meyer and Herscovitch (2001) argue that no matter the goal or form, commitment is a balancing force experienced as a psychological situation or mindset that drives behavior, regardless of other motives and attitudes. In summary, employees with higher OC have higher organizational citizenship behavior and job performance, while they tend to have lower stress levels, withdrawal behaviors, and intention to leave work.

When the literature is examined, there are no studies that address the relationship between OC and human energy. However, some studies provide indirect support for this relationship. Milliman, Czaplewski and Ferguson (2003) stated that SE and organizational commitment, intention to leave work and job satisfaction are closely related. Downey (2008) found that there is a positive relationship between productive organizational energy and OC and job satisfaction. According to Hoon Song et al. (2012) in their studies: they used vitality and energy in the same sense, they stated that there is a high correlation between OC and energy, and that both structures contribute to the development of each other. Owens et al. (2016) found a positive relationship between commitment and relational energy in their studies. The following hypotheses are proposed depending on the explanations.

H4: OC has a positive effect on HE.

H4a: OC has a positive effect on ME.

H4b: OC has a positive effect on SE.

H4c: OC has a positive effect on PE.

H4d: OC has a positive effect on emotional energy.

Human Energy and Workplace Friendship (WF)

Workplace friendship is expressed as voluntary and mutual dependence between two people over time, which is aimed at facilitating the achievement of the social-emotional goals of the participants and can include friendship, closeness, decency and mutual assistance of various types and degrees (Lee & Ok, 2011). According to Bimrose et al. (2011) defined workplace friendship as the process of exchange between two or more people associated with perception, evaluation, and responses in the workplace.

It is seen that there are studies in the literature that provide indirect support for the relationship between workplace friendship and human energy. Hjelholt (1979) stated that the content of work, relationships with colleagues, family life, leisure activities and organizational structure affect the SE levels of individuals in different fields of work in an organization (Quoted by Dhawan et al., 2002). The purpose of Hjelholt's work is to increase the energy levels of employees in order to improve



organizational effectiveness. However, in this study, he considered it theoretically rather than providing empirical evidence. Therefore, it is important to examine the expressed workplace friendship through an empirical study. Within the framework of the information obtained, the following hypotheses were developed.

H5: WF has a positive effect on HE.

H5a: WF has a positive effect on ME.

H5b: WF has a positive effect on SE.

H5c: WF has a positive effect on PE.

H5d: WF has a positive effect on emotional energy.

Human Energy and Employee Creativity (EC)

Creativity is defined as the production of new, appropriate ideas in any field of human activity, from science to art, education, business, everyday life, therefore, ideas must be new and appropriate to the opportunity (Amabile, 1997). When the literature is examined, there are no studies that deal with human energy and employee creativity. However, it can be said that there are studies that provide indirect support for this relationship.

Atwater and Carmeli (2009) concluded that employees' sense of energy increases their creativity. Kark and Carmeli (2009) stated that vitality has a positive effect on creativity. Within the framework of the information obtained, the following hypotheses were developed.

H6: HE has a positive effect on EC.

H6a: ME has a positive effect on EC.

H6b: SE has a positive effect on EC.

H6c: PE has a positive effect on EC.

H6d: EE has a positive effect on EC.

Human Energy and Employee Performance (EP)

Performance is defined as achieving both quantitative and qualitative results that employees produce by successfully fulfilling their daily responsibilities (Sawitri et al., 2016). Although there are many definitions of employee performance in the literature, it is possible to say that it is usually defined as employee behaviors that are compatible with role expectations and contribute to organizational effectiveness (Riketta, 2002). Employee performance is defined as a "by aligning the performance and goals of each individual with the overall mission and goals of the organization that a continuous process aimed at determining, measuring and improving performance in organizations" (Aguinis, 2013). There are no studies in the literature that address the impact of human energy on employee performance. However, there are many studies that provide indirect support for this relationship.

Schiuma, Mason and Kennerly (2007) stated that the important bond formed by individual and team energy with each other affects organizational energy. They found that this interaction positively affects

performance at both the individual and organizational levels. According to Bruch and Ghoshal (2003), individual and organizational energy concepts have become one of the most studied concepts in organizational behavior and performance studies because they define the ability of energy to reach the maximum potential of an organization. However, they stated that the organization cannot achieve productivity growth, cannot grow quickly, and cannot create major innovations without the high energy level of their employees. Cole, Bruch and Vogel (2012) have concluded that the collective energies of employees in an organization, which are formed by combining the energy they have, are related to individual and organizational performance. Owens et al. (Owens et al., 2016) found a positive relationship between employee performance and relational energy in their studies. Depending on the explanations, the following hypotheses have been developed.

H7: Human energy has a positive effect on employee performance.

H7a: ME has a positive effect on employee performance.

H7b: SE has a positive effect on employee performance.

H7c: PE has a positive effect on employee performance.

H7d: EE has a positive effect on employee performance.

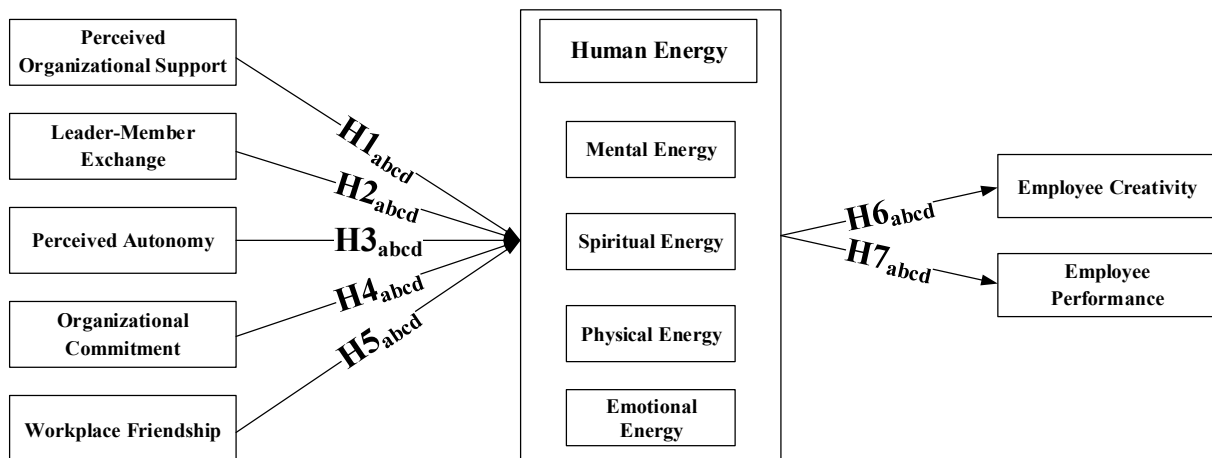


Figure 1. The proposed research model

Research methodology

Sampling and Data Collection

The universe of the research is composed of employees of five-star hotel enterprises operating in the most tourist-attracting city of Turkey (Antalya). There are 314 five-star hotel enterprises in Antalya. The total number of beds of these enterprises is approximately 255,554 (Culture and Tourism Ministry, 2018). There is no data available on how many employees these enterprises have in total. Ağaoğlu (1992) stated in his study that there were 0.59 staff per bed in five-star hotel establishments. In this regard, it can be said that the number of employees of the five-star hotel enterprise in Antalya region is about 133,077 people. In order to prevent time and material loss, the sample was determined in order to make



it unrealistic to reach an exact count of such a large-scale universe. As a sampling method, the judicial sampling method, also known as the purposeful sampling method, one of the improbable (non-random) sampling methods, was used in the research (Burns et al., 2017). The survey technique was used to collect the research data.

According to Altunışık et al. (2012), they state that for a mass over 100,000 people, at least 384 people should be reached with a 95% confidence interval and a 5% sampling error. However, it can be said that there are different opinions about the sample size in the literature. Kline (1994) stated that a sample size of 200 people would be sufficient, and Tabachnick and Fidel (2014) stated that a sample size of at least 300 people could give good results. Taking into account the return rates of the surveys, the number of surveys to be distributed was determined as 800.

The data of the study were collected by the researcher between September-December in 2019. Antalya province, districts and towns; in Belek (8 hotels), Alanya (8), Manavgat (6), Kemer (5), Tekirova (4), Side (7) and Titreyengöl (3) business and 800 questionnaires were distributed to 41 five-star hotel enterprises that volunteered to participate in the study. As a result of the research, 472 questionnaires were collected. The return rate of polls is 59%. Forza (2002) stated that it is acceptable to have this ratio of 20% and above 79 of the returned questionnaires were not included in the analysis due to incorrect and incomplete filling out of the form. The remaining 393 (Belek 128, Kemer 39, Tekirova 35, Side 57, Manavgat 48, Alanya 71 and Titreyengöl 15) were analyzed with the available questionnaire.

This research was found ethically appropriate with the decision of Nevşehir Hacı Bektaş Veli University Ethics Committee dated 21/10/2019 and numbered 84902927-050.01.04-E.252078000-65/2019.17.132. This research was conducted by Ahmet AKNAR under the supervision of Faculty Member Prof. Dr. Şule AYDIN on "A Research on Determining the Antecedents and Successors of Human Energy in Hotel Businesses: The Case of Antalya Province" and 687321 thesis no. derived from his doctoral thesis.

Scales

In the questionnaire, questions that measure demographic data of the participants, as well as human energy, perceived organizational support, LMX, perceived autonomy, organizational commitment, workplace friendship, employee creativity and employee performance have been used to measure eight different scales.

Human Energy Scale: In order to determine the energy levels of the participants, the "Human Energy Scale" consisting of 4 dimensions (physical, emotional, mental and spiritual) and 20 expressions were used, who was developed by Bayram (2016).

Perceived Organizational Support Scale: In order to determine the levels of organizational support perception of hotel employees, Eisenberger et al. (1986) have made use of their studies. The scale consists of one dimension and 8 expressions.

The Scale of LMX: In order to determine the levels of relations between hotel employees and their chefs and managers, Hui et al. (Chan et al., 2017) used the "Leader-Member Exchange Scale" consisting of one dimension and 5 expressions created by Graen and Uhl-Bien (1995).

Perceived Autonomy Scale: In order to determine the level of autonomy of the participants, the 3-expressions “autonomy scale” developed by Spreitzer (1995) and adapted into Turkish by Sürgevil, Tolay and Topoyan (2013), which is one of the sub-dimensions of the psychological empowerment scale, was used.

Workplace Friendship Scale: In order to determine the relationship levels of hotel employees with their colleagues, a total of 12-expression “Workplace Friendship Scale” consisting of 2 dimensions and 6 expressions each was used as a friendship opportunity and friendship prevalence developed by Nielsen, Jex and Adams (2000).

Organizational Commitment Scale: In order to determine the organizational commitment levels of hotel employees, the short form consisting of one dimension and 9 expressions of the “Organizational Commitment Scale” was used, which was developed by Mowday, Porter and Steers (1982).

Employee Performance Scale: In order to determine the performance levels of hotel employees, Sigler and Pearson (2000) used the “Employee Performance Scale”, consisting of one dimension and 4 expressions, which they used in their studies.

Employee Creativity Scale: In order to determine the level of creativity of hotel employees, the “Employee Creativity Scale” consisting of one dimension and 4 expressions used by Jaiswal and Dhar (2015) which, was used in their studies.

The scale is a 5-point Likert type, and the scale is scored ((1) disagree at all, (2) disagree, (3) somewhat agree, (4) agree, (5) totally agree).

In order to ensure the language validity of the scales, the translation-retranslation method was used. In this context, in the first stage, the scales were translated from the original language (English) into Turkish by 3 faculty members. In the second stage, the faculty members were given 3 different English-Turkish forms of the scales and asked to choose the most appropriate translation. Turkish English translation of the expressions was provided by 2 linguists in the third stage and the linguists were given the original form and asked to compare it. The items that do not match the original form have been translated back into Turkish by linguists and the application form of the scales has been created.

In order to ensure the content and surface validity of the measurement tools, the opinions of 5 academicians, 3 sector employees and the dissertation monitoring committee were obtained. As a result of the evaluation, the expression “I am sensitive to the wishes of my colleagues and customers” of the PE dimension of the human energy scale was divided into two separate expressions as “I am sensitive to the wishes of my colleagues” and “I am sensitive to the wishes of customers”. By adding appropriate words to the expressions contained in the measurement tools in the field of tourism, their correct understanding was ensured, and the scales were cleared of speech disordered sentences and technical concepts. In addition, in order to avoid the effect of “common method variance”, statements to be scored in the opposite direction were included in the scales and the statements were ranked randomly.

The pilot application of the research was carried out between March 2019 and April 2019 on hotel employees operating in Corum province. In this context, 100 questionnaire forms were distributed to 8 hotel enterprises. 89 of the questionnaire forms have been returned. As a result of the pilot research, it



was understood that the scales are understandable, free from technical concepts and in accordance with the terminology of the field. Araştırmanın bu kısmında öncelikle araştırmanın evren ve örneklemini, veri toplama araçları, veri toplama yöntemi açıklanmıştır. Bu çalışma için etik onay, Nevşehir Hacı Bektaş Üniversitesi Etik Kurulu'ndan 04.12.2020 tarih ve 2020/21 sayılı olarak alınmıştır.

Analysis of the Data

Frequency analysis was used to analyze the information belonging to the participants. Exploratory factor analysis (EFA) and Confirmatory factor analysis (CFA) were used to determine the dimensions of the scales, and CFA was used to determine the Overall measurement model. In analyzing the relationship between the variables, the regression analysis model was used.

Results

Of the 800 questionnaires distributed to hotel enterprises, 472 were returned. As a result of the research, 393 valid questionnaires were obtained. The ratio of available surveys to returned surveys is 83%. The findings related to the results of the research are given below.

Sample characteristics

Of the respondents 55,7% men, 44,3% are women. 62.5% of the participants are between the ages of 18 and 29. 37.5% of the participants are between the ages of 30-56. 50.6% of the participants graduated from a department related to tourism. It was seen that 89.6% of the participants had been working in the sector for 2 years and more, while 60.5% had been working in the same hotel for 2 years and more.

Individual measurement model

Skewness and Kurtosis values were examined to determine whether the scales used in the study provided the assumption of normality. Before proceeding to the normality test, all items of the EE scale are included in the second item of the POS scale, the third, fifth and seventh items and the sixth expression of the friendship prevalence scale were arranged because they were coded in reverse. Kline (2016) stated that the kurtosis value in between ranges of ± 10 and the skewness value in the range of ± 3 is sufficient for the assumption of normality of the data set. It was found that the kurtosis values of the scales took values in the range of -1.270 to 0.657, and the skewness values took values between the range of -1.153 and -0.018. According to the results obtained, it can be said that the normality condition is achieved (Kline, 2016). Then, descriptive and confirmatory factor analysis were performed for the scales used in the study.

In order to determine the dimensions for the human energy scale, Varimax rotational EFA was applied to 21 expressions using the basic components method. In the study, the Kaiser Mayer Olkin (KMO) sample adequacy ratio was found to be 94.2% and the Bartlett test was found to be significant ($\chi^2=6214.528$, df: 210, $p<.000$). As a result of factor analysis, 4 dimensions were revealed as the same as the original scale. The dimensions obtained were named as ME, PE, SE and EE as in the original scale. The 4 obtained factors explain 72.329% of the total variance. Of the total variance, ME accounts for 21.344%, PE accounts for 19.515%, SE accounts for 17.593%, and EE accounts for 13.877%. The ME dimension obtained as a result of the analysis consists of 6 expressions, PE dimension consists of 5

expressions, SE consists of 5 expressions and EE consists of 5 expressions. The reliability of the ME factor is Cronbach alpha:0.92, the reliability of the PE factor is Cronbach alpha:0.92, the reliability of the SE factor is Cronbach alpha:0.90, the reliability of the EE factor is 0.82.

After the explanatory factor analysis, the human energy scale was subjected to confirmatory factor analysis in four dimensions. The goodness of fit values of the CFA analysis are acceptable ($\chi^2/df:2.407$, AGFI=0.971, GFI=0.986, CFI=0.958, NFI=0.931, TLI=0.952 RMSEA=0.06).

EFA and CFA were conducted for the OC scale. In the EFA analysis, 9 variables of the scale were collected under one factor. In the study, the KMO sample adequacy ratio was found to be 92.1% and the Bartlett test was found to be significant ($\chi^2= 2418,682$, df: 36, $p<0.000$). The total variance explained is 69.720%. The reliability of the scale is Cronbach alpha:0.924. As a result of the CFA, the one-factor structure of the scale was confirmed ($\chi^2/df:3.175$, AGFI=0.926, GFI=0.957, CFI=0.977, NFI=0.966, TLI=0.967, RMSEA=0.074).

EFA and CFA were conducted for the workplace friendship scale. As a result of the EFA, two dimensions emerged as friendship opportunity and friendship prevalence. It was excluded from the analysis because the factor load of the first item of the friendship opportunity dimension was less than 0.50. As a result of the recently applied factor analysis, the KMO sample adequacy ratio was found to be 84.5% and the Bartlett test was found to be significant ($\chi^2= 1556.284$, df: 55, $p<0.000$). The 2 obtained factors explain 55.997% of the total variance. Friendship opportunity (5 expressions) accounts for 23.718% of the total variance, and friendship prevalence (6 expressions) accounts for 32.279%. The reliability of the friendship opportunity scale was Cronbach alpha:0.759 and the friendship prevalence scale was Cronbach alpha:0.854. As a result of the CFA, the two-factor structure of the scale was confirmed ($\chi^2/df:3,109$, AGFI=0.910, GFI=0.942, CFI=0.940, NFI=0.915, TLI=0.924, RMSEA=0.079).

In the analyses, the results of KMO and Bartlett's test (Karagöz, 2016; Tavşancıl, 2010) and EFA results (Hair et al., 2010) and CFA results (Hu & Bentler, 1999; Sivo et al., 2006), it has been concluded that it is among the accepted values in the literature.

Overall measurement model

Human energy (HE), perceived organizational support (POS), LMX (LMX), perceived autonomy (PA), organizational commitment (OC), workplace friendship (WF), employee creativity (EC) and employee performance (EP) were subjected to confirmatory factor analysis. The fit indices of the model ($\chi^2/df:1.994$, AGFI=0.918, GFI=0.908, CFI=0.912, NFI=0.908, TLI=0.912 RMSEA=0.060) are good and acceptable. Among the results, it was found that each of the observed variables had standardized regression weights greater than 0.50 (Bagozzi & Yi, 1988).

According to the data obtained as a result of CFA, composite reliability (CR), average variance extracted (AVE) values were determined in table 1. However, Cronbach's alpha values, correlation analysis results and mean and standard deviation values of each variable were found. According to the researches, it is stated that the reliability coefficient should be at least 0.70 (Hair et al., 2010). Accordingly, Cronbach's alpha values were determined in order to scale the internal consistency of the structures. It was



concluded that the Cronbach's alpha values of the variables were between 0.761-0.948 and 0.70. Both reliability and validity tests of the study were performed with the results obtained.

It was observed that AVE values remained below the value of EE sub-dimension (0.479), employee creativity scale (0.497) and friendship prevalence sub-dimension (0.404) 0.50. It has been observed that other scales values in between 0.517-0.785>0.50. Malhotra and Dash (2019) suggest that the AVE is very strict, therefore, if the AVE value is below 0.50 and the CR value is above 0.70, the analysis should be continued without removing the relevant variable from the analysis. Therefore, the analysis was continued without removing the variables from the analysis. The square root of the AVE value of each structure is greater than its correlation with other structures. However, AVE values are larger than MSV values. According to these results, convergent and discriminant validity were provided (Hair et al., 2010).

When the correlations between the variables are examined, it is that the sub-dimensions of HE are ME ($r=.333$ between .505, $p<.001$), SE ($r=.363$ between .507, $p<.001$), PE($r=.444$ between .600, $p<.001$) and EE($r=.297$ between .514, $p<.001$) and is positively correlated with other variables. In addition, a positive relationship was found between all the variables with each other.

Table 1. Correlations, Means and Values of Reliability and Validity

	Mean	Std. Dev.	CR	AVE	MSV	1	2	3	4	5	6	7	8	9	10	11	12
1- ME	3,43	1,197	0,920	0,658	0,390	0,811											
2- SE	3,38	0,943	0,900	0,644	0,623	0,614***	0,802										
3- PE	3,54	0,914	0,948	0,785	0,623	0,624***	0,790***	0,886									
4- EE	3,56	0,954	0,821	0,479	0,375	0,534***	0,539***	0,612***	0,692								
5- PA	3,55	0,928	0,784	0,548	0,212	0,445***	0,363***	0,460***	0,376***	0,740							
6- EC	3,35	1,04	0,798	0,497	0,285	0,475***	0,416***	0,534***	0,450***	0,383***	0,705						
7- EE	3,62	1,09	0,811	0,518	0,308	0,507***	0,504***	0,506***	0,297***	0,312***	0,406***	0,720					
8- LMX	3,19	0,82	0,838	0,50	0,416	0,404***	0,645***	0,577***	0,426***	0,368***	0,346***	0,419***	0,714				
9- POS	3,41	0,970	0,928	0,619	0,395	0,368***	0,629***	0,444***	0,400***	0,210***	0,124*	0,312***	0,484***	0,787			
10- FO	3,76	1,031	0,761	0,404	0,402	0,333***	0,376***	0,449***	0,580***	0,373***	0,357***	0,195**	0,423***	0,150*	0,635		
11- FP	3,63	1,197	0,862	0,517	0,308	0,386***	0,517***	0,439***	0,310***	0,254***	0,299***	0,555***	0,426***	0,432***	0,325***	0,719	
12- OC	3,54	0,943	0,925	0,584	0,471	0,505***	0,687***	0,600***	0,514***	0,399***	0,350***	0,454**	0,527***	0,522***	0,634**	0,436***	0,764



Hypothesis testing

In order to test the hypotheses of the study, regression analysis was performed. For this purpose, nine different models have been created to test the effect of perceived organizational support, LMX, perceived autonomy, organizational commitment, workplace friendship on HE and its sub-dimensions. In order to test the effect of human energy and its sub-dimensions on the consequences variables (employee performance, employee creativity), nine different regression analysis were conducted. It has been observed that the Anova results of all analysis were significant ($p < .001$). Since the tolerance and VIF values are less than 5, it has been determined that there is no multi-connection problem (Craney & Surlis, 2002). The results obtained from the regression analysis are given below.

As a result of multiple regressions conducted to see the effect of antecedent variables on the energy levels of hotel employees, it was found that the percentage of model description was significant with an adjusted $R^2 = 56.3\%$. This result shows that the 56.3% change in HE depends on the antecedent variables. Perceived organizational support ($\beta = .168$, $p < .001$), LMX ($\beta = .178$, $p < .001$), perceived autonomy ($\beta = .172$, $p < .001$), workplace friendship ($\beta = .206$, $p < .001$) and OC ($\beta = .235$, $p < .001$), has been shown to have a positive and significant effect of variables on human energy. Therefore, H1, H2, H3, H4 and H5 are accepted.

In the second multiple regressions, it was found that the variables explain 28.4% of the change in ME. Multiple regression analysis was performed according to perceived organizational support ($\beta = .117$, $p < .05$), LMX ($\beta = .100$, $p < .05$), perceived autonomy ($\beta = .251$, $p < .001$), workplace friendship ($\beta = .191$, $p < .05$) and OC ($\beta = .178$, $p < .01$), has been shown to have a positive and significant effect of variables on ME. Therefore, H1a, H2a, H3a, H4a and H5a are accepted.

In the third multiple regressions, it was found that the variables explain 55.6% of the change in SE. Multiple regression analysis was performed according to perceived organizational support ($\beta = .319$, $p < .001$), LMX ($\beta = .268$; $p < .001$), workplace friendship ($\beta = .180$, $p < .01$) and OC ($\beta = .306$, $p < .001$), the variables have been found to have a positive and significant effect on the SE. On the other hand, it has been observed that perceived autonomy ($\beta = .055$, $p > 0.05$) does not have significant effect on SE. Therefore, H1b, H2b, H4b and H5b are accepted and H3b is rejected.

In the fourth multiple regressions, it was found that the variables explain 43.6% of the change in physical energy. Multiple regression analysis was performed according to perceived organizational support ($\beta = .121$, $p < .05$), LMX ($\beta = .282$, $p < .001$), perceived autonomy ($\beta = .235$, $p < .001$), workplace friendship ($\beta = .236$, $p < .01$) and OC ($\beta = .275$, $p < .001$), has been shown to have a positive and significant effect of variables on physical energy. Therefore, H1c, H2c, H3c, H4c and H5c are accepted.

In the fifth multiple regressions, it was found that the variables explain 28.3% of the change in emotional energy. Multiple regression analysis was performed according to perceived organizational support ($\beta = .127$, $p < .01$), perceived autonomy ($\beta = .129$, $p < .01$), workplace friendship ($\beta = .220$, $p < .01$) and OC ($\beta = .194$, $p < .001$), has been shown to have a positive and significant effect of variables on emotional energy. On the other hand, it has been observed that LMX ($\beta = .075$, $p > .05$) does not have

significant effect on emotional energy. Therefore, H1d, H3d, H4d and H5d are accepted and H2d is rejected.

In the sixth simple linear regression was used to demonstrate between HE and EC relationships. According to this analysis, HE ($\beta=,552$, $p<,001$) have positive effect on EC. Therefore, H6 is accepted.

In the seventh multiple regressions, it was determined that mental, spiritual, physical and emotional energy dimension of HE explained 24.5% of the change in EC. As a result of the multiple regression analysis, ME ($\beta=,166$, $p<,001$), PE ($\beta=,260$, $p<,001$) and EE dimension ($\beta=,123$, $p<,001$) of HE has a positive and significant effect on EC. A positive and significant effect, however, of SE dimension on employee creativity was not found ($\beta= -,043$, $p>,05$). Therefore, H6a, H6b, and H6d are accepted and H6c is rejected.

In the eight simple linear regression was used to demonstrate between HE and EP relationships. According to this model, HE ($\beta=,512$, $p<,001$) have positive effect on employee performance. Therefore, H7 is accepted.

The last multiple regressions, it was determined that mental, spiritual, physical and emotional energy dimension of HE explained 25.6% of the change in employee performance. According to this model ME ($\beta=,225$, $p<,001$), SE ($\beta=,160$, $p <,01$) and PE ($\beta =146$, $p<,01$) dimension of HE has a positive and significant effect on employee performance. A positive and significant effect, however, of EE dimension on employee performance was not found ($\beta= -,064$, $p>,05$). Therefore, H7a, H7b, and H7c are accepted and H7d is rejected.

In this study, human energy, LMX, perceived organizational support, autonomy, organizational commitment, workplace friendship, theories about employee creativity and employee performance are put together. The effect of perceived organizational support, autonomy, LMX, WF and OC on HE and the effect of HE on employee performance and creativity were investigated. The theoretical model was tested by regression analysis. The data were collected from 393 hotel management employees operating in Antalya province. This study is the first to examine the related variables together within the author's knowledge.

This study has been prepared based on the statement that contributions can be made from the works of various authors. Proceeding from this, in the work of Lerdal (2005), he states that individual energy needs to be studied in more depth. Jansen (2004) mentions that it is important to determine the level of individual energy expressed in his study and that it affects his performance. In the studies of Cross, Baker and Parker (2003), they state that the service sector is the most affected sector by the energy phenomenon and that it is important to measure it in different areas.

When the results obtained were evaluated separately, it was found that the positive effect of perceived organizational support on human energy and its sub-dimensions was in line with similar studies in the literature (Ashkanasy & Tse, 2000; Bruch & Vogel, 2011; Dutton, 2003; Kiirla, 2007; Louw et al., 2012). In Taylor (2015)'s study, it is explained that it is necessary to determine the dimensions in which employees' energy levels arise and which variables are affected by these dimensions and which variables



affect them. Bayram (2016) explained that different variables with human energy should be studied and that their application in different sectors can contribute to the science of organizational behavior.

Perceived autonomy, human energy, and from the lower dimensions of mental, physical and emotional a positive effect on your energy, is in line with similar studies in the literature (Alexiou et al., 2019; Quinn & Dutton, 2005; Ryan & Frederick, 1997; Shirom, 2003), but it was determined that it did not have a significant impact on the SE. As this result may be due to the relationship of autonomy with other independent variables, it can also be caused by the relationship between spiritual and physical energy, emotional and ME. Therefore, instead of multiple regression analysis in future studies, it can investigate how autonomy affects SE alone by performing simple linear regression, as well as the mediating effect of SE can be investigated.

It has been determined that the positive effect of OC on human energy and its sub-dimensions is in line with similar studies in the literature (Ashkanasy & Tse, 2000; Bruch & Vogel, 2011; Downey, 2008; Dutton, 2003; Hoon Song et al., 2012; Milliman et al., 2003; Owens et al., 2016; Shirom, 2003).

It has been determined that the positive effect of workplace friendship on human energy and its sub-dimensions is in line with similar studies in the literature (Hjelholt, 1979; Tosey & Llewellyn, 2002).

It can be said that the positive effect of LMX on the sub-dimensions of human energy, mental, spiritual and physical energy is in line with similar studies in the literature (Atwater & Carmeli, 2009; Bayram, 2018). However, it has been observed that LMX does not have a significant effect on EE from the sub-dimensions of human energy. This result is to differ from previous studies (Atwater & Carmeli, 2009; Bayram, 2018). It can be said that this situation is due to the difference between the sample groups of other studies and the measurement tool used in the research. In addition, it can be said that this situation is caused by the age difference between employees and leaders, as also as De (1981) and Dhawan (1982) have stated in their studies, the managers Kiirla (2007) have expressed in their work are not humble and talented. In this context, relationship between leadership styles and emotional energy can be examined in future studies. Other findings of the research that examined the impact on individual outcomes of human energy, human energy, mental, physical and emotional energy sub-dimensions have a significant and positive effect on EC has been found.

Other findings of the research that examined the impact on individual outcomes of human energy, when the human energy of the detected information with mental, physical and emotional energy sub-dimensions that is having a significant and positive effect on EC. Although there is no possibility of one-to-one comparison due to the limited literature, it is possible to say that Atwater and Carmeli (2009) and De Dreu, Baas and Nijstad (2008) are in the same line with their studies. On the other hand, it has been determined that SE does not have a significant effect on the creativity of employees.

Another model of the research, the effect of human energy and its sub-dimensions on employee performance, is examined, it has been determined that the sub-dimensions of human energy, mental, physical and SE have a significant and positive effect on employee performance. However, it has been determined that emotional energy does not have a significant effect on employee performance. Again, since it is not possible to make a one-to-one comparison due to the limited literature; Owens et al. (2016), although there are conceptual differences (relational energy positively affects employee

performance) in their studies, it is possible to say that it is in the same line with our study. It is possible to say that the energetic activation expressed by Rothbard and Wilk (2011) in their study is closely related to the quality of performance and that its expression supports our study. In the same way, it is possible to say that the studies of Schiuma, Mason and Kennerly (2007) and Bruch and Ghoshal (2003) are in the same line with our study. However, the lack of effect of emotional energy on employee performance differed with the studies of Shirom (2003). It can be said that this situation can be caused by cultural and sectoral differences, as well as by the difference in the measurement tool used. Therefore, it is considered that the study of the effect of both the human energy scale as a whole and its sub-dimensions on employee performance separately will be important both from the point of view of the tourism literature and organizational behavioral science.

Theoretical and practical implications

The findings obtained from this study contribute to the literature in various ways. First, the study responded to the call of Cross, Baker and Parker (2003) that the service sector is the sector most affected by the energy phenomenon and that it is important to measure it in different areas. Thus, its validity and reliability have been proven in the sample of hotel employees and the human energy measurement tool has been introduced into the literature.

Secondly, it was responded to the call expressed by Taylor (2015) in his study, it is necessary to determine in which dimensions the energy levels of employees arise and which variables are affected by these dimensions and which variables affect them. Thus, it has been established that human energy consists of four sub-dimensions: physical, emotional, spiritual and mental. In addition, as a result of the findings obtained, it was determined that the variables that reveal the energies of employees and allow them to replenish their depleted energies are perceived organizational support, autonomy, LMX, OC and workplace friendship. Thirdly, by responding to Bayram's (2016) call for the study of human energy with different sectors and variables, a contribution to the science of organizational behavior was made by examining human energy in the tourism sector and with different variables. Finally, this study contributes to the theory of social interaction, the theory of conservation of resources, the theory of attention restoration, the theory of ego depletion, the theory of autonomy, energetic and stressful arousal.

Again, considering that the main purpose of their enterprises is to increase efficiency and productivity, it has been found that energy has a positive significant effect on the creativity and performance of employees. However, given that the topic of human energy is limited in terms of the tourism literature, the findings of this study may contribute to the literature as well as provide a basis for future studies.

The findings obtained in the study show that the ideas of employees' energies should be respected, environments where they can express themselves comfortably should be created, and a happy, peaceful working environment should be created. It shows that it is necessary to create areas where employees can use their competencies while doing their jobs in a relationship based on trust and respect with Managers. It shows that by creating environments where all employees can interact, they can unleash their existing potential energy and replenish their depleted energy. In summary, as organizational support perceptions, autonomy, LMX levels, OC and friendship levels increase, thus, employees will be



more full of energy to perform their duties, and their creativity and performance will also be increased. However, hotel enterprises will need employees with high performance and creativity to achieve their goals. This will be possible by keeping employees' energy levels constantly high.

However, the energy resource manager may be appointed who will be responsible for the design and implementation of initiatives aimed at reviving, supporting and activating energy. This should be a continuous process due to the dynamic nature of the energy. The main role of the manager should be to ensure that the vision and strategy of the enterprise capture the emotional excitement of people, fulfill their intellectual abilities, and create a sense of urgency to take action. Its purpose should be to make energy management permanent and to add energy to daily business life. The energy manager should spend time for “meeting and talking with people”, “understanding people's feelings and energy”. The manager should have the competence to be both a psychologist and a coach.

In addition, hotel operators and managers;

- When distributing tasks, employees should avoid giving tasks that exceed their potential.
- Rewards, penalties, wages, promotions and rotation practices should be treated fairly. In particular, it should be ensured that the work that employees will do, especially during promotion and rotation, is compatible with their knowledge, skills and abilities, and that employees do their jobs willingly.
- They should create a social environment that stimulates social interactions and thus facilitates the formation of friendship, which will allow the development of social relations between employees.
- Respect and trust-based relationships should be established between managers and employees. An environment should be created that will allow employees to easily explain their problems to their managers, and solutions to their problems should be found.
- Employees should be given enough time and space during the working day to rest, talk on the phone, read something.
- The eating and drinking habits of employees should be investigated, food menus should be created that will give employees the right to choose, and balanced nutrition should be ensured.

Employees, on the other hand, to keep their energy at a high level during the day;

- In the performance of their duties, they should take time for themselves, make stretching and relaxation exercises and they should engage in social relations.
- During off-duty hours, they should participate in social activities and ensure that their energy is renewed by participating in activities that can refresh them.
- He/she should try not to bring his/her non-work problems to the work environment and stay away from stress.

Limitations and suggestions for future study

Besides the fact that the research has both theoretical and practical contributions, it also has some limitations. In the research, one-sidedness of relationships can be mentioned due to the fact that the data obtained for testing hypotheses were collected over a certain period of time. Therefore, a

longitudinal approach can be used in future studies. Another limitation of the research is that it was carried out using a quantitative method based on the survey technique. In future studies, human energy can be investigated using qualitative methods.

The data obtained in the study are the perceptions of employees about their energy levels, performance and creativity, not their occurred energy levels, performance and creativity. The energy, performance and creativity of the employees were evaluated by themselves. This may have caused employees to rate themselves higher. For this reason, more subjective measurements can be obtained by ensuring that managers also evaluate employees in future studies. The study is limited to hotel management employees operating in the coastal region and Antalya province. In future studies, it can be carried out on city hotel employees and hotel business employees operating in different destinations.

However, what will be done in the future may be as follows.

- It is stated that psychological and physical factors affect energy (Ryan and Frederick, 1997). For this reason, it can be investigated in which way people's temporary illness and chronic ongoing disorders affect their energy levels.
- The effect of positive and negative contact of hotel management employees with the customer on their energy levels can be investigated.
- The effect of employees' sleep quality on their energy can be investigated.
- The effect of external customers on the energy of employees can be investigated.
- Measurement tools with proven validity and reliability related to team energy and organizational energy can be developed.
- It can be investigated what factors affect the energy of teams in enterprises.
- The factors affecting organizational energy and the factors affecting organizational energy can be investigated.

The relationship between the habits and energy levels of employees can be investigated.

- The mediating effect of the relationship between variables related to human energy can be investigated.
- Variables that cause a decrease in human energy can be investigated.

New studies are needed to clarify the concepts related to human energy, to understand its importance from the point of view of enterprises, and to fill in the gaps related to the subject in the literature. As a specific research topic proposal, the effect of work, family and friend support on human energy can be investigated.

Ethical Aspect of Research

In this research, all the rules that must be followed within the "Higher Education Institutions Scientific Research and Publication Ethics Directive" have been followed. Actions contrary to scientific research and publication ethics are avoided.

Ethical approval for this research was received from Nevşehir Hacı Bektaş University Ethics Committee dated 21.10.2019 and numbered 2019.17.132



Author Contributions

Author: 50% 2. Author: 50% contributed to the study

Conflict of Interest Statement

There is no financial conflict of interest with any institution, organization, person related to our article titled " Human Energy in Hotel Enterprises: Antecedents and Consequences" and there is no conflict of interest between the authors.

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Genişletilmiş Özet

Bu çalışmanın temel amacı, algılanan örgütsel destek, lider-üye etkileşimi, algılanan özerklik, işyeri arkadaşlığı ve örgütsel bağlılığın insan enerjisi üzerindeki etkisi ile insan enerjisinin işgören yaratıcılığı ve performansı üzerindeki etkisini ortaya koymaktır. Bu genel amaç doğrultusunda, insan enerjisi kavramının turizm literatürüne kazandırılması, otel işletmesi çalışanlarının enerji düzeylerini ölçmeye yönelik geçerli ve güvenilir bir ölçüm aracı ortaya konulması ve insan enerjisinin hangi boyutlarda ortaya çıktığının belirlenmesi amaçlanmıştır.

Bu kapsamda Antalya ilinde faaliyet gösteren beş yıldızlı otel işletmesi çalışanlarından amaçlı örnekleme yöntemi ve anket tekniği kullanılarak 393 adet veri toplanmıştır. Analizler sonucunda insan enerjisi değişkeninin zihinsel, ruhsal, fiziksel ve duygusal olmak üzere dört boyuttan oluştuğu tespit edilmiştir.

Elde edilen verilerle yapılan regresyon analizi sonucunda algılanan örgütsel destek ($\beta=,168$, $p<,001$), lider-üye etkileşimi ($\beta=,178$, $p<,001$), algılanan özerklik ($\beta=,172$, $p<,001$), işyeri arkadaşlığı ($\beta=,206$, $p<,001$) ve örgütsel bağlılık ($\beta=,235$, $p<,001$), değişkenlerinin insan enerjisi üzerinde pozitif ve anlamlı bir etkisi olduğu görülmüştür.

İkinci modelde algılanan örgütsel destek ($\beta=,117$, $p<,05$), lider-üye etkileşimi ($\beta=,100$, $p<,05$), algılanan özerklik ($\beta=,251$, $p<,001$), işyeri arkadaşlığı ($\beta=,191$, $p<,05$) ve örgütsel bağlılık ($\beta=,178$, $p<,01$), değişkenlerinin insan enerjisinin alt boyutlarından zihinsel enerji üzerinde pozitif ve anlamlı bir etkisi olduğu tespit edilmiştir.

Üçüncü modelde örgütsel destek ($\beta=,319$, $p<,001$), lider-üye etkileşimi ($\beta=,268$; $p<,001$), işyeri arkadaşlığı ($\beta=,180$, $p<,01$) ve örgütsel bağlılık ($\beta=,306$, $p<,001$), değişkenlerinin ruhsal enerji üzerinde pozitif ve anlamlı bir etkisi olduğu, algılanan özerkliğin ise ruhsal enerji üzerinde anlamlı bir etkiye sahip olmadığı ($\beta=,055$, $p>,05$) görülmüştür.

Dördüncü modelde örgütsel destek ($\beta=,121$, $p<,05$), lider-üye etkileşimi ($\beta=,282$, $p<,001$), algılanan özerklik ($\beta=,235$, $p<,001$), işyeri arkadaşlığı ($\beta=,236$, $p<,01$) ve örgütsel bağlılık ($\beta=,275$, $p<,001$), değişkenlerinin fiziksel enerji üzerinde pozitif ve anlamlı bir etkisi olduğu görülmüştür.

Beşinci modelde algılanan örgütsel destek ($\beta=,127$, $p<,01$), algılanan özerklik ($\beta=,129$, $p<,01$), işyeri arkadaşlığı ($\beta=,220$, $p<,01$) ve örgütsel bağlılık ($\beta=,194$, $p<,001$), değişkenlerinin duygusal enerji üzerinde pozitif ve anlamlı bir etkisi olduğu, lider-üye etkileşiminin ise duygusal enerji üzerinde anlamlı bir etkiye sahip olmadığı ($\beta=,075$, $p>,05$) tespit edilmiştir.

Altıncı modelde insan enerjisinin ($\beta=,552$, $p<,001$) işgören yaratıcılığı üzerinde pozitif ve anlamlı etkisi vardır. Yedinci modelde insan enerjisinin ise işgören yaratıcılığı ve işgören performansı üzerinde insan enerjisi ölçeğinin



alt boyutlarından zihinsel enerji ($\beta=,166, p<,001$), fiziksel enerji ($\beta=,260, p<,001$) ve duygusal enerjinin ($\beta=,123, p<,001$) işgören yaratıcılığı üzerinde pozitif ve anlamlı etkisi olduğu, ruhsal enerjisinin ise, işgören yaratıcılığı üzerinde anlamlı bir etkiye sahip olmadığı ($\beta= -,043, p>,05$) tespit edilmiştir.

Sekizinci modelde insan enerjisinin ($\beta=,512, p<,001$) işgören performansı üzerinde pozitif ve anlamlı etkisi olduğu tespit edilmiştir. Dokuzuncu modelde zihinsel enerji ($\beta=,225, p<,001$), ruhsal enerji ($\beta=,160, p <,01$) ve fiziksel enerjinin ($\beta =146, p<,01$) işgören performansı üzerinde pozitif ve anlamlı etkisi vardır. Duygusal enerji boyutunun ise, işgören performansı üzerinde anlamlı bir etkisi olmadığı ($\beta= -,064, p>,05$) tespit edilmiştir.

Bu çalışmadan elde edilen bulgular literatüre çeşitli şekillerde katkıda bulanmaktadır. İlk olarak, araştırmada Cross, Baker ve Parker (2003)'ün enerji olgusundan hizmet sektörünün en çok etkilenen sektör olduğu ve farklı alanlarda ölçülmesinin önemli olduğu çağrısına yanıt vererek, otel işletmesi çalışanları örnekleminde geçerliliği ve güvenilirliği kanıtlanmış insan enerjisi ölçüm aracı literatüre kazandırılmıştır.

İkinci olarak, Taylor (2015) çalışmasında ifade ettiği çalışanların enerji düzeylerinin hangi boyutlarda ortaya çıktığı ve bu boyutların hangi değişkenlerden etkilendiği ve hangi değişkenleri etkilediğinin belirlenmesi gerektiği çağrısına yanıt vererek, insan enerjisinin fiziksel, duygusal, ruhsal ve zihinsel olarak dört alt boyuttan oluştuğu, bununla birlikte, elde edilen bulgular sonucundan çalışanların enerjilerini açığa çıkaran ve tükenen enerjilerinin yenilenmesini sağlayacak değişkenlerin algılanan örgütsel destek, özerklik, lider-üye etkileşimi, örgütsel bağlılık ve işyeri arkadaşlığı olduğu tespit edilmiştir. Üçüncü olarak Bayram (2016)'nın insan enerjisinin farklı sektör ve değişkenlerle incelenmesi çağrısına yanıt vererek, turizm sektöründe ve farklı değişkenlerle insan enerjisi incelenerek örgütsel davranış bilimine katkı sağlanmıştır. Son olarak ise bu çalışma sosyal etkileşim teorisi, kaynakların korunması teorisi, dikkat restorasyonu teorisi, ego tükenme teorisi, özerklik teorisi ve enerjik ve stresli uyarılma teorilerine katkıda bulunmaktadır.

Araştırmanın hem teorik hem de pratik katkılarının olmasının yanı sıra bazı kısıtları da bulunmaktadır. Araştırmada hipotezleri test etmek için elde verilerin belirli bir dönemde toplanmış olması nedeniyle ilişkilerin tek yönlülüğü bahsedilebilir. Bu nedenle gelecek çalışmalarda boyamsal bir yaklaşım kullanılabilir.

Araştırmada elde edilen veriler çalışanların gerçekleşen enerji düzeyleri, performansları ve yaratıcılıkları değil, enerji düzeyleri, performans ve yaratıcılığa ilişkin algılarıdır. Çalışanların enerjileri, performansları ve yaratıcılıkları kendileri tarafından değerlendirilmiştir. Bu durum, çalışanların kendilerine daha yüksek puan vermelerine neden olmuş olabilir. Bu nedenle gelecekte yapılacak çalışmalarda yöneticilerin de çalışanları değerlendirmesi sağlanarak daha subjektif ölçümler elde edilebilir. Çalışma sahil bölgesinde ve Antalya ilinde faaliyet gösteren otel işletmesi çalışanları ile sınırlıdır. Gelecek çalışmalarda şehir otel çalışanları ve farklı destinasyonlarda faaliyet gösteren otel işletmesi çalışanları ve diğer turizm endüstrisi çalışanları (seyahat acenteleri, yiyecek-içecek işletmeleri vb.) üzerinde yapılabilir.

Bununla birlikte gelecekte yapılacak çalışmalar aşağıdaki gibi olabilir.

- Psikolojik ve bedensel faktörlerin enerjiji etkilediği ifade edilmektedir (Ryan ve Frederick, 1997). Bu nedenle insanların geçici hastalık ve kronik olarak devam rahatsızlıklarının enerji düzeylerini hangi yönde etkilediği araştırılabilir.
- Otel işletmesi çalışanlarının müşteri ile olumlu ve olumsuz temasının enerji düzeylerindeki etkisi araştırılabilir.
- Çalışanların uyku kalitesinin enerjileri üzerindeki etkisi araştırılabilir.
- Dış müşterilerin çalışanların enerjileri üzerindeki etkisi araştırılabilir.
- Takım enerjisi ve örgütsel enerji ile ilgili geçerliliği ve güvenilirliği kanıtlanmış ölçüm araçları geliştirilebilir.

- İřletmelerdeki takımların enerjisini etkileyen faktörlerin neler olduđu arařtırılabilir.
- Örgütsel enerji etkileyen faktörler ve örgütsel enerjinin etkilediđi faktörler arařtırılabilir.
- Çalıřanların beslenme alışkanlıklarının enerji düzeyleri arasındaki iliřki arařtırılabilir.
- İnsan enerjisi ile ilgili deđiřkenler arasındaki iliřkide aracılık etkisi arařtırılabilir.
- İnsan enerjisinin azalmasına neden olan deđiřkenler arařtırılabilir.

İnsan enerjisi ilgili kavramların netleřtirilmesi, iřletmeler ađısından öneminin anlaşılması ve literatürde konuyla ilgili boşlukların doldurulması ađısından yeni çalıřmalara ihtiyaç duyulmaktadır. Spesifik bir arařtırma konusu önerisi olarak, iř, aile ve arkadař desteđinin insan enerjisi üzerinde etkisi arařtırılabilir.

