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Towards a better understanding of enhancing task performance in resort hotels

Abstract

This study investigates the influence of positive psychological capital, the big five personality traits, and employee engagement on task performance, with organizational citizenship behavior (OCB) examined as a mediator. Data were collected via an online questionnaire from 398 employees of 12 resort hotels in Hainan, China, and analyzed using structural equation modeling. The findings reveal that employee engagement, and the big five personality traits are the strongest predictors of OCB, which significantly mediates the relationship with task performance. Positive psychological capital and the big five personality traits also have direct effects on task performance. These results highlight the critical roles of psychological and personality factors, as well as employee engagement, in fostering OCB and improving task performance. This study contributes to the literature by elucidating the mechanisms through which these factors drive employee performance outcomes.

Keywords: personality traits, task performance, employee engagement, organizational citizenship, human resource, resort hotel

Introduction

Effective human resource management is widely recognized as a critical prerequisite for achieving superior organizational performance, whether the objectives involve enhancing market competitiveness, optimizing resources, or maximizing overall profitability (Gerhart and Feng, 2021). Human resource management underpins the operations of almost every organization, as key functions such as employee recruitment, training, performance management, retention, and career development are fundamental to all entities employing staff (Aburumman *et al.*, 2020). According to Xiang *et al.* (2023), employees serve as a vital source of positive energy within a hotel by actively creating value and driving organizational motivation. Existing studies underscore the role of active employee engagement in boosting motivation, creativity, productivity, effectiveness, and efficiency, all of which contribute to achieving a hotel's overarching goals. Employee engagement has also been linked to organizational citizenship behavior (OCB) and enhanced job performance (Barkat *et al.*, 2024). Moreover, studies focusing on the hospitality and hotel sectors emphasize the critical importance of fostering active employee engagement (Yu *et al.*, 2020). Enhancing employee engagement has been shown to positively influence employee loyalty, job satisfaction, and OCB (Shams *et al.*, 2020).

From an employee-centered perspective, individual personality traits are significant determinants of job performance and job satisfaction (Mihalache and Mihalache, 2022). Research further suggests that employee involvement, encompassing psychological capital and personality factors, can significantly shape OCB, work attitudes (Udin and Yuniwan, 2020), and job performance (Dishon-Berkovits *et al.*, 2024). Despite growing interest in the influence of employee personality traits, engagement, and positive psychological capital on task performance, the mediating role of OCB in these relationships remains underexplored. This gap is particularly evident within the context of the hospitality industry. Resort hotels, a vital component of the hospitality sector, exhibit unique characteristics that merit focused study. The industry is inherently people-oriented, with frequent and high-intensity interactions between staff and guests, which profoundly affect customer satisfaction. Examining these relationships in a resort-hotel context is likely to yield meaningful insights for both theoretical advancements and practical applications.

The aim of this study aims is therefore to examine the relationships between employee personality traits, employee engagement, and positive psychological capital on employee task

performance, focusing particularly on the potential mediating role of OCB. The results of this study will contribute new theoretical perspectives as well as managerial implications for enhancing the job performance of frontline personnel in the hospitality sector.

Literature review and hypotheses development

Theoretical foundation

The study is grounded in social exchange theory (SET) (Ahmad *et al.* 2023). SET offers a robust theoretical foundation for understanding the conduct and effectiveness of an organization's employees. It posits that interpersonal interactions are motivated by self-interest, and that individuals tend to increase benefits, decrease costs, and augment their happiness through their interaction with others (Ting and Ahn, 2023). SET advocates for the avoidance of competition in interpersonal relationships and the achievement of mutually beneficial outcomes through reciprocal trade (Meira and Hancer, 2021). Within an organizational context, SET fosters a sense of support from the organization among employees and encourages them to exhibit behaviors that are advantageous to the organization (Nazir *et al.*, 2019), for example, superior job performance and OCB (Meira and Hancer, 2021).

OCB, meanwhile, refers to voluntary employee behaviors that are intended to benefit the organization. According to SET, the process of social exchange directly encourages employees to engage in OCB, which subsequently improves their task performance (He *et al.*, 2019; Meira and Hancer, 2021; Thiel *et al.*, 2022). In this reciprocal relationship, the employee's contribution and the organization's reward are interdependent (Gu *et al.*, 2022; Kim *et al.*, 2020; Liu *et al.*, 2021a). Elshaer *et al.* (2024) suggest that employees' psychological capital, engagement, and big five personality traits, along with the organizational work environment, collectively contribute to their willingness and motivation to enhance the hotel's organizational performance. According to SET, employees are more likely to engage in OCB if they receive recognition and benefits from the business. Engaging in OCB in turn improves their task performance (Xu *et al.*, 2022b).

Positive psychological capital

Positive psychological capital includes positive cognitive and emotional states that individuals can develop and nurture within themselves (Nolzen, 2018). Positive psychological capital can be defined as comprising four dimensions (Putrawan *et al.*, 2021): hope, self-efficacy, resilience, and optimism. These are the primary psychological states of an individual, which serve as the foundation for positive organizational behaviors such as motivation, uniqueness, measurability, developability, performance-relatedness, and increased organizational identity (Abbas *et al.*, 2024). In addition, Mao *et al.*'s (2021) study indicates that the presence of positive psychological capital among employees enhances the influence of positive emotions on team conduct, ultimately fostering OCB.

Investing in employees' positive psychological capital strengthens their capacity to confront problems, cultivates their sense of citizenship, and ultimately promotes organizational effectiveness (Luo *et al.*, 2021; Yan *et al.*, 2021). Psychologically optimistic employees have superior OCB compared to psychologically pessimistic ones (Liao *et al.*, 2022). Proactive personnel possess the ability to independently undertake activities and effectively utilize their time to articulate thoughts and carry out actions (Xu *et al.*, 2022a). In addition, employees who possess favorable psychological capital exhibit optimistic attitudes while performing their duties and exert greater effort and efficiency in job completion (Shah *et al.*, 2019). In another study, Darvishmotevali and Ali (2020) indicate that positive psychological capital can induce a positive mental state in employees, leading to a reduction in work-related stress and ultimately enhancing job performance. Some studies, moreover, indicate that positive psychological capital has a direct impact on an individuals' job performance as well as to enhance their job

satisfaction and organizational commitment by bolstering their psychological resilience and self-efficacy (Quines and Saycon, 2023). This further strengthens employees' positive psychological capital, enabling them to handle various work problems more effectively, in turn strengthening overall organizational performance. Accordingly, the following hypotheses are proposed:

H1: Positive psychological capital is significantly and positively related to OCB

H2: Positive psychological capital is significantly and positively related to task performance

Big five personality traits

Personality traits refer to the enduring patterns of behavior, attitudes, and emotions that an individual consistently displays in a range of situations. These traits are involved in determining the individual's emotional reactions to external stimuli and their psychological state (Wang and Xu, 2019). Personality traits encompass two primary components: temperament and distinct emotions. Temperament is generally understood to be a more general concept than emotions and is thought to be biologically determined. It is considered important in determining an individual's distinct emotional reaction to external conditions or stimuli (Clark and Watson, 2021).

According to Purna and Prawitasari (2019), the Big Five Personality Traits Model categorizes personality into five distinct dimensions: conscientiousness, extraversion, agreeableness, neuroticism, and openness. These five personality variables have been demonstrated to be the most fundamental and enduring traits of an individual's personality. Conscientiousness is a measure of an individual's ability to be organized, responsible, and focused on achieving goals. Extraversion is a measure of an individual's sociability, energy level, and tendency to experience positive emotions. Agreeableness refers to an individual's inclination to be empathetic, cooperative, and trusting of others. Neuroticism is a measure of an individual's emotional stability and sensitivity to negative emotions. Openness encompasses an individual's desire for new experiences, creativity, and willingness to consider different perspectives (Wu *et al.*, 2020).

Individual variations in personality impact employees' motivation, their interpersonal dynamics, and their distinct reactions to stimuli (Alwi *et al.*, 2021). Some studies indicate a direct relationship between the big five personality traits and the organizational citizenship behavior of employees (Jan *et al.*, 2022; Sabahattin Mete, 2020). An organization's performance can be improved when employees' psychological and personal characteristics are in line with and supported by the organization (Mihalache and Mihalache, 2022). Employees who possess personalities that align with the organizational environment and derive satisfaction from their work are more proficient in carrying out assigned duties, hence enhancing employee performance (Rodríguez-Sánchez *et al.*, 2020). Accordingly, the following hypotheses are proposed:

H3: Big five personality traits is significantly and positively related to OCB

H4: Big five personality traits is significantly and positively related to task performance

Employee engagement

Employee engagement refers to the process of nurturing employees through effective leadership, with the aim of enabling them to enhance the organization's economic performance (Yadav *et al.*, 2022). Employee engagement encompasses various factors such as recognition, engagement, management and leadership, a conducive work environment, and avenues for professional development (Konar *et al.*, 2018). Some studies indicate a positive relationship

between employee engagement and performance (Tisu *et al.*, 2020). In other words, employees who are highly engaged demonstrate not just a strong commitment to their profession, but also contribute to increased productivity inside the organization.

Employee engagement has been found to be strongly correlated with an employee's sense of affiliation with an organization. Moreover, the level of an employee's commitment to a firm positively correlates with their level of recognition for the organization (Grubert *et al.*, 2023). As a result, employees will adhere to a company's principles, rules, and regulations, showing a readiness to dedicate themselves to the company and maximize their contributions (Rodrigo *et al.*, 2019). Such identification not only boosts employees' job satisfaction and loyalty to the firm, but also promotes their performance and willingness to exceed the expectations of their roles, leading to increased overall effectiveness and giving a competitive edge to the organization. Accordingly, the following hypotheses are proposed:

H5: Employee engagement is significantly and positively related to OCB

H6: Employee engagement is significantly and positively related to task performance

Organizational citizenship behavior and task performance

The concept of OCB was first proposed by Organ (2018). By observing the operations of organizations over time, Organ found that some employees took the initiative to help other employees by doing certain things that were not part of their job description. What is unique about these behaviors is that the employees concerned perform the tasks entirely on their own volition, without any expectation of being rewarded for completing their work. Indeed, the tasks involved are typically not acknowledged by the formal system of rewards and recognition. In organizations, OCB is usually directed at job performance or the organization itself, rather than specific individuals, and often takes the form of teamwork contributions (Widarko & Anwarodin, 2022). Employees with OCB characteristics tend to create a supportive work environment and organizational climate that allows OCB to grow and develop (Wahyu *et al.*, 2019). OCB is an intangible asset for an organization and can be adopted as a competitive strategy that is difficult for other organizations to imitate (Liao *et al.*, 2022). Kadarningsih *et al.*'s (2020) study indicates that OCB reduces employee conflict and improves organizational performance.

Task performance refers to the effectiveness, efficiency, and quality of work tasks completed by employees within the scope of their job responsibilities that are directly related to the organization's goals (Abdelwahed and Doghan, 2023). The concept of task performance embraces both the quantity and quality of tasks completed, work efficiency, and whether the work is completed on time. Some studies indicate a positive relationship between OCB and task performance (Casu *et al.*, 2021). Employees who exhibit OCB tend to take on additional tasks beyond their formal duties, which not only enhances their individual task performance, but also contributes to the performance of their team and organization. For example, OCB can improve overall productivity and the quality of task completion by enhancing teamwork, trust, and collaboration among employees (Tefera and Hunsaker, 2020). In addition, the presence of OCB helps to create a positive organizational climate that motivates more employees to go above and beyond the call of duty, thereby improving overall organizational performance (Hong and Zainal, 2022). The following hypothesis is therefore proposed:

H7: OCB is significantly and positively related to task performance

Mediating effect of organizational citizenship behavior

OCB may be hypothesized to serve as a mediating variable between positive psychological capital, the big five personality traits and employee engagement on the one hand, and task

performance on the other. OCB has been recognized in previous studies as having the potential to serve as a mediating factor in determining employees' performance (Al Zeer *et al.*, 2023). Indeed, studies indicate that employee performance is contingent both upon the individual employees' behavior and the organizational environment in which they operate (Siyal *et al.*, 2023). It has been suggested that organizational identification can facilitate employees' OCB, hence improving organizational performance (Conteh and Yuan, 2022). Moreover, Siyal *et al.*'s (2023) study indicates that organizational identification boosts employees' self-efficacy and work engagement, therefore enhancing their performance.

Recent literature further suggests that OCB may function as a mediating variable (Dierdorff *et al.*, 2021). A study conducted by Casu *et al.* (2021) suggests that OCB is a mediating variable in the relationship between the organizational environment and employee performance, ultimately leading to an improvement in employees' total job performance. He *et al.* (2019) also supports this perspective by asserting that OCB serves as a crucial intermediary between corporate social responsibility and work performance. Thus, the following hypotheses are proposed:

H8a: OCB mediates the relationship between Positive Psychological Capital and Task Performance

H8b: OCB mediates the relationship between Positive Employee Engagement and Task Performance

H8c: OCB mediates the relationship between Positive Big five Personality Traits and Task Performance

The hypothesized relationship between positive psychological capital, employee engagement, Big five personality traits, OCB and task performance is shown in Figure 1.

**** Figure 1 near here ****

Methods

Sample and data collection

The study sample comprised 398 employees selected from 12 resort hotels located in Hainan Province, China. The questionnaire survey was carried out using Question Star (<https://www.wjx.cn/>), a highly reputable online survey platform that is widely used in China (Liu *et al.*, 2021b). To ensure the integrity and dependability of the data, the researchers collaborated directly with the human resource (HR) directors of the chosen resorts. The objective of using this channel of authority was to strengthen the credibility of the data-collection process and ensure a high level of employee involvement. Each HR director had the responsibility of disseminating the survey link to their staff, thus establishing confidence and credibility for the survey among the employees.

Data collection was conducted in November 2023. During this period, various steps were implemented to ensure the thoroughness and accuracy of the responses. These included providing a concise statement regarding the importance of the study, guaranteeing anonymity and confidentiality, and incorporating attention checks in the questionnaire to allow frivolous or insincere responses to be eliminated. In addition, to minimize any prejudice and guarantee a balanced sample, the researchers held preliminary discussions with the HR directors to ascertain the demographic composition of staff in the various hotels. This allowed the researchers to modify the way in which the survey was distributed to ensure that an appropriate sample of personnel from all departments and hierarchical levels were included.

Measures

The questionnaire was divided into two main sections. The first collected information about respondents' demographics. The second contained items measuring the five constructs used in the hypothesized model; all items were scored on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Positive psychological capital was measured using eight items adapted from a study by Jung and Yoon (2015). Employee engagement was measured using eight items adapted from Mbindyo et al. (2021). Ten items adapted from Brown and Taylor (2014) were used to measure the big five personality traits. Organizational citizenship behavior consisted of three items adapted from Jung and Yoon (2015). Finally, task performance construct used five items adapted from Williams and Anderson (1991). A total of 34 items were thus used in this study. The questions were developed in English, then translated into Mandarin and back-translated for testing to ensure a high level of accuracy.

Data analysis

The study employed a range of statistical approaches to ensure the reliability and validity of the data analysis, including Relative Importance Analysis (Cheung *et al.*, 2023). The data analysis was conducted using the smart PLS 4.0 software, employing the Partial Least Squares Structural Equation Modeling (PLS-SEM) algorithm and the bootstrap approach (Memon *et al.*, 2021). To establish the internal consistency of the scale, the data underwent reliability testing, which involved assessing Cronbach's alpha and Composite Reliability (CR) (Hair *et al.*, 2020). In addition, the measurement validity of the scales was ensured through the implementation of validity tests, specifically convergent and discriminant validity, which were evaluated using Average Variance Extracted (AVE) (Cheung *et al.*, 2023).

The PLS-SEM method was utilized to conduct SEM analysis, which involved examining the path coefficients to determine the direct and indirect correlations between the variables concerned (Manley *et al.*, 2021). The algorithm was also used to evaluate the theoretical structure of the hypothesized model. The bootstrap method was used to evaluate the significance of each predictor variable (Mizumoto, 2023). This process involves constructing 5000 bootstrap samples randomly selected from the original samples, estimating the path coefficients, calculating the standard errors and confidence intervals for each bootstrap sample, and finally testing the research hypotheses for significance based on the bootstrap results (Becker *et al.*, 2023).

The missing-value processing approach was employed when there was a response to one item missing in the questionnaire. This involves filling each missing value based on previous observations, thereby ensuring the completeness of the dataset (Emmanuel *et al.*, 2021). Furthermore, multiple imputation was employed to ensure the accuracy of data analysis for variables with a high rate of missingness (Alabadla *et al.*, 2022).

Results

Demographic profile of respondents

Of the 398 resort hotel employees who participated in the survey, 52.3% were female. Regarding age, 49.2% were 18-30 years old, and 23.6% were 31-40 years old. Meanwhile, 38.9% had one or two years of experience, and 26.7% had three to five years of experience. With respect to their education, 40.5% had completed senior high school or had secondary vocational school degree, while 27.9% had a junior college degree. Regarding income, 54.8% had an average monthly income of RMB 4,000, while a small number of employees (21.6%) had a monthly income of RMB 2,000-3,000 (see Table 1).

**** Table 1 near here ****

Variable measurement

Measurement of the model parameters was conducted using Smart PLS 4.0, which allowed the convergent and validity of the multi-item constructs to be examined. Table 2 shows that the factor loadings were all greater than 0.6 and statistically significant (Shrestha, 2021). No cross-loadings were found, indicating one-dimensionality of the measurements. The AVE figures were all greater than 0.5 (Nasution *et al.*, 2020). These findings support the convergent validity of these constructs. The Cronbach's Alpha values were all greater than 0.8, indicating that each factor had good internal consistency. The results of these tests demonstrate that all items have acceptable convergent validity and reliability (see Table 2).

**** Table 2 near here ****

Table 3 shows the statistical results of internal model collinearity calculated through the Variance Inflation Factor (VIF) in multiple regression analysis. Inner VIF can be used to reflect the degree of correlation between independent variables and other independent variables (Shiau *et al.*, 2024). The value of VIF ranged from 1.000 to 3.080, well below the standard critical threshold of 10 (Marcoulides and Raykov, 2019). Moreover, the VIF values were generally less than 5, indicating that each item is relatively independent, so the model is free of multicollinearity.

**** Table 3 near here ****

Model measurement

Table 4 presents the results of the structural model analysis. Hypotheses 1, 3, and 5 predicted that positive psychological capital, big five personality traits, and employee engagement positively and significantly impact employees' OCB. The results (Hypothesis 1: $\beta=0.194$, $p<0.001$; Hypothesis 3: $\beta=0.336$, $p<0.001$; Hypothesis 5: $\beta=0.351$, $p<0.001$) show that positive psychological capital, big five personality traits and employee engagement are all significantly and positively related to OCB. Hypotheses 1, 3, and 5 are therefore supported. Hypotheses 2, 4, 6, and 7 proposed that positive psychological capital, big five personality traits, employee engagement and OCB positively impact employees' task performance. The results (Hypothesis 2: $\beta=0.335$, $p<0.001$; Hypothesis 4: $\beta=0.267$, $p<0.001$; Hypothesis 6: $\beta=0.148$, $p<0.05$; Hypothesis 7: $\beta=0.189$, $p<0.001$) show that OCB, positive psychological capital, big five personality traits and employee engagement are significantly and positively correlated with task performance, supporting Hypotheses 2, 4, 6 and 7. Table 4 also shows that the overall model fit is satisfactory (SRMR=0.054; $d_ULS=5.289$; $R^2>0.25$; $f^2>0.02$; $q^2>0.02$), significant ($P<0.05$).

**** Table 4 near here ****

Table 5 presents the OCB mediation effect results. Hypothesis 8a, 8b, 8c concerned the mediating role of OCB. Hypothesis 8a proposed the addition of a variable, OCB, to mediate between positive psychological capital and task performance. However, OCB had no mediating effect ($p<0.05$, $VAF<20\%$). Hypothesis 8a is therefore not supported. Hypothesis 8b proposed OCB as a mediating variable between employee engagement and task performance. The results show that OCB has a partial mediating effect ($p<0.05$, $20\%<VAF<80\%$). Hypothesis 8b is therefore supported. Hypothesis 8c predicted that the relationship between big five personality traits and task performance was mediated by OCB. However, the results show no mediating effect ($p<0.05$, $VAF<20\%$). Hypothesis 8c is therefore not supported.

**** Table 5 near here ****

Conclusion and implications

Guided by a theoretical framework based on SET theory, this study examines the impact of individuals' positive psychological capital, big five personality traits, and employee engagement on task performance, while considering OCB as a mediating factor. First, positive psychological capital (H1) and big five personality traits (H3) were found to be significant drivers of employee OCB. This aligns with existing studies emphasizing the role of psychological resources and personality in fostering prosocial behaviors (Ansori and Wulansari, 2021). In addition, employee engagement (H5) positively predicted OCB, corroborating the established link between engagement and discretionary workplace behaviors (Yang *et al.*, 2022).

Second, positive psychological capital (H2), big five personality traits (H4), employee engagement (H6), and OCB (H7) all significantly predicted employee task performance. These results confirm existing studies highlighting these factors as key determinants of individual work performance (Asselmann and Specht, 2021). However, while OCB was expected to mediate the relationship between positive psychological capital and task performance (H8a), this was not supported. A potential justification is that employees with high positive psychological capital already possess the resources needed for strong performance, thus diminishing the need for OCB to further enhance it (Udin and Yuniwan, 2020).

Third, the mediating role of OCB was partially confirmed. OCB mediated the relationship between employee engagement and task performance (H8b) but not between positive psychological capital and task performance (H8a), nor between big five personality traits and task performance (H8c). This suggests that while OCB plays a role in channelling the effects of engagement on performance, its influence is less pronounced for psychological capital and the big five personality traits. This finding aligns with Ansori and Wulansari's (2021) study indicating that when employees are highly engaged, the additional impact of OCB on their performance may not be significant.

Overall, this study provides important insights into the intricate relationship between individual characteristics, behaviors, and work outcomes. While positive psychological capital, personality traits, and employee engagement all directly contribute to task performance, OCB's role as a mediator appears to be more nuanced and context-dependent, warranting further exploration.

Theoretical implications

This study makes three main contributions to the existing literature. First, the study responds to the call for more research to explore and validate the creation and development of guidelines related to OCB and employee performance improvement in other sectors and industries (Udin and Yuniwan, 2020). Only a few studies have examined the wider factors that may have an impact on employee OCB and task performance in a resort hotel context (Hoang *et al.*, 2022). The present study contributes to the existing literature by testing a new framework for adapting to the specific context in which employees work in resort hotels. More effective employee behavioral reinforcement, as well as training provided to employees by the hotel, can lead to greater OCB and thereby improved task performance. In addition, the study provides greater clarity regarding the specific features of OCB and employee performance, adding to our understanding of this phenomenon. This study confirms that employee engagement is a significant predictor of OCB, which is consistent with other research findings. Employees who exhibit high OCB in a resort hotel environment actively take steps to increase their engagement and prioritize this over their own interests (Przytuła *et al.*, 2020). Future research should therefore delve deeper into the relationship between employee engagement and OCB, especially across different cultural backgrounds and hotel types. At the same time, effective interventions should be designed and implemented to investigate their actual effects on

enhancing employee engagement and OCB.

Secondly, the findings of this study enrich the existing knowledge on how to promote task performance at the intrinsic level of employees and the extrinsic level of the hotel. This supports studies indicating that employees who have high levels of psychological capital tend to exhibit more positive work behaviors (Liao et al., 2022). Attitudes, emotions, and behaviors associated with one setting can be manifested and managed in much the same way in another setting, as these are intrinsic to the individual rather than being highly contextual.

Thirdly, this study has focused on the impact of the big five personality traits of employees on task performance. The results of the study support existing studies suggesting that employees' big five personality traits strongly affect their task performance. This suggests that managers would do well to conduct a detailed personality assessment during recruitment and employee assignment. HR managers can then assign employees to the most suitable positions, thereby improving the match between employees and tasks. This process helps to improve employee task performance and optimize overall organizational effectiveness.

Practical implications

This study has important managerial implications for hotel managers and HR management teams. First, this study complements existing research on employee training and performance by emphasizing the critical role of training in employee work and organizational identity building. Managers could, for example, utilize hotel employees' website pages for training to further promote employee motivation, commitment, and personal growth.

Second, employees' positive psychological capital was found to be positively related to OCB and task performance. Hotel managers should emphasize the development of positive psychological capital of employees and promote positive personality growth by clarifying the nature of the work tasks expected staff and creating a favorable work environment.

Third, hotel managers need not only excellent psychological qualities from their staff, but should also prioritize the implementation of incentives, such as attractive rewards or promotion opportunities for outstanding performers. Managers must pay close attention to changes in employees' OCB following task performance feedback and different stages of training to ensure that these interventions continue to improve employee performance and engage them in positive behaviors that benefit the organization.

Fourth, by implementing pre- and post-employment personality assessments for employees in the hotel's HR department, the HR manager can optimize the placement of employees to match their personality. This could reduce employee complaints and dissatisfaction, while increasing their productivity and satisfaction. This finding adds to existing research on the use of personality tests in employee management, as well as providing empirical support to help the hospitality industry staff their hotels more effectively.

Limitations and future research

The main limitations of this research are as follows. First, this study focused on examining the relationship between positive psychological capital, the big five personality traits, employee engagement, OCB, and task performance. Future studies should examine other variables that have an impact on OCB. Moreover, while previous research has demonstrated that OCB is particularly effective in improving psychological capital and big five personality traits in employee performance, this study specifically investigated the role of OCB as a mediating variable in this relationship. Future studies should conduct a comparative analysis of the impact of OCB on these three dimensions in relation to task performance to ascertain the relative significance of each one in influencing task performance. Second, this study specifically focused on staff working at resort hotels located in Hainan Province, China. The applicability

of the results is conditioned by the specifics of this context. Future research could broaden the study's scope to assess the job performance of various categories of hotel employees in other countries or regions. In addition, future studies should delve deeper into the applicability and impact of these elements in diverse cultural contexts and work situations. Third, the cross-sectional approach employed in this study can only offer initial indications of causality and is insufficient for fully validating the dynamic fluctuations and long-term impacts among variables. Future studies should apply a longitudinal research approach.

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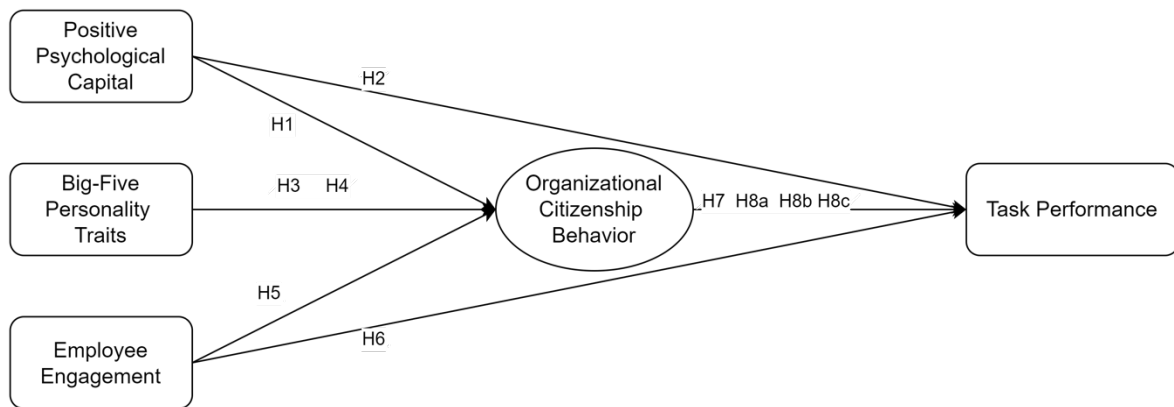


Figure 1. Conceptual Framework

Table 1. Demographics Profile of Respondents (N=398)

| Demographics | Categories | Frequency | Percentage |
|-----------------------------|---|------------------|-------------------|
| Gender | Male | 190 | 47.7 |
| | Female | 208 | 52.3 |
| Age | 18-30 | 196 | 49.2 |
| | 31-40 | 94 | 23.6 |
| | 41-50 | 62 | 15.6 |
| | 51-60 | 44 | 11.1 |
| | Above 60 | 2 | 0.5 |
| Education level | Junior high school and below degree | 66 | 16.6 |
| | Senior high school / secondary vocational school degree | 161 | 40.5 |
| | Junior college degree | 111 | 27.9 |
| | Bachelor's degree | 59 | 14.8 |
| | Graduate degree | 1 | 0.2 |
| Work experience | 1-2 years | 155 | 38.9 |
| | 3-5 years | 106 | 26.7 |
| | 6-10 years | 75 | 18.8 |
| | 11-15 years | 36 | 9.1 |
| | Above 16 years | 26 | 6.5 |
| Monthly income (RMB) | 2,001-3,000 | 86 | 21.6 |
| | 3,001-4,000 | 103 | 25.9 |
| | 4,001-5,000 | 115 | 28.9 |
| | 5,001-6,000 | 52 | 13.1 |
| | Above 6,000 | 42 | 10.5 |

Table 2. Measurement model parameter analysis results (N=398)

| Dimension | Items | Factor loading | Cronbach's Alpha | CR | AVE |
|-------------------------------------|--------------|-----------------------|-------------------------|-----------|------------|
| Positive Psychological Capital | PPC 1 | 0.860 | 0.954 | 0.954 | 0.757 |
| | PPC 2 | 0.879 | | | |
| | PPC 3 | 0.893 | | | |
| | PPC 4 | 0.864 | | | |
| | PPC 5 | 0.846 | | | |
| | PPC 6 | 0.882 | | | |
| | PPC 7 | 0.861 | | | |
| | PPC 8 | 0.876 | | | |
| Employee Engagement | EE 1 | 0.871 | 0.958 | 0.958 | 0.773 |
| | EE 2 | 0.881 | | | |
| | EE 3 | 0.895 | | | |
| | EE 4 | 0.878 | | | |
| | EE 5 | 0.852 | | | |
| | EE 6 | 0.876 | | | |
| | EE 7 | 0.895 | | | |
| | EE 8 | 0.882 | | | |
| Big Five Personality Traits | BFPT 1 | 0.839 | 0.954 | 0.957 | 0.710 |
| | BFPT 2 | 0.869 | | | |
| | BFPT 3 | 0.872 | | | |
| | BFPT 4 | 0.866 | | | |
| | BFPT 5 | 0.879 | | | |
| | BFPT 6 | 0.849 | | | |
| | BFPT 7 | 0.656 | | | |
| | BFPT 8 | 0.861 | | | |
| | BFPT 9 | 0.874 | | | |
| | BFPT 10 | 0.836 | | | |
| Organizational Citizenship Behavior | OCB 1 | 0.892 | 0.879 | 0.880 | 0.806 |
| | OCB 2 | 0.885 | | | |
| | OCB 3 | 0.915 | | | |
| Task Performance | TP 1 | 0.893 | 0.933 | 0.935 | 0.788 |
| | TP 2 | 0.852 | | | |
| | TP 3 | 0.915 | | | |
| | TP 4 | 0.899 | | | |
| | TP 5 | 0.878 | | | |

Table 3. Inner VIF values (N=398)

| | VIF |
|--------------------------|------------|
| PPC → OCB | 2.662 |
| PPC → TP | 2.766 |
| PPC → Hope | 1.000 |
| PPC → Self-efficacy | 1.000 |
| PPC → Resilience | 1.000 |
| PPC → Optimism | 1.000 |
| EE → OCB | 2.742 |
| EE → TP | 3.080 |
| EE → Participant | 1.000 |
| EE → Support | 1.000 |
| EE → Management | 1.000 |
| EE → Opportunities | 1.000 |
| BFPT → OCB | 2.297 |
| BFPT → TP | 2.606 |
| BFPT → Conscientiousness | 1.000 |
| BFPT → Extraversion | 1.000 |
| BFPT → Neuroticism | 1.000 |
| BFPT → Agreeableness | 1.000 |
| BFPT → Openness | 1.000 |
| OCB → TP | 2.739 |

Table 4. Structural model analysis (N=398)

| Hypothesis | Relationship | Path coefficients | T statistics (O/STDEV) | P values | Hypothesis test | R ² | f ² | q ² | Model fit |
|------------|--|-------------------|--------------------------|----------|-----------------|----------------|----------------|----------------|--|
| H1 | Positive Psychological Capital → Organizational Citizenship Behavior | 0.194 | 3.642 | 0.000 | Supported | 0.632 | 0.039 | 0.02 | SRMR=0.054; d_ULS=5.289; d_G=n/a |
| H2 | Positive Psychological Capital → Task Performance | 0.335 | 7.447 | 0.000 | Supported | 0.696 | 0.135 | 0.07 | |
| H3 | Big Five Personality Traits → Organizational Citizenship Behavior | 0.336 | 7.193 | 0.000 | Supported | 0.632 | 0.134 | 0.08 | |
| H4 | Big Five Personality Traits → Task Performance | 0.267 | 5.65 | 0.000 | Supported | 0.696 | 0.091 | 0.05 | |
| H5 | Employee Engagement → Organizational Citizenship Behavior | 0.351 | 6.51 | 0.000 | Supported | 0.632 | 0.123 | 0.07 | |
| H6 | Employee Engagement → Task Performance | 0.148 | 3.007 | 0.003 | Supported | 0.696 | 0.024 | 0.01 | |
| H7 | Organizational Citizenship Behavior → Task Performance | 0.189 | 3.911 | 0.000 | Supported | 0.696 | 0.043 | 0.02 | |

Table 5. Mediating effect test (N=398)

| Hypothesis | Relationship | T statistics (O/STDEV) | P values | Direct effect | Indirect effect | Overall effect | VAF | Hypothesis test |
|-------------------|--|-------------------------------------|-----------------|--------------------------|----------------------------|---------------------------|------------|----------------------------|
| H8a | Positive Psychological Capital → Organizational Citizenship Behavior → Task Performance | 2.441 | 0.015 | 0.335 | 0.037 | 0.372 | 9.95% | NO |
| H8b | Employee Engagement → Organizational Citizenship Behavior → Task Performance | 3.398 | 0.001 | 0.148 | 0.066 | 0.214 | 30.84% | YES |
| H8c | Big Five Personality Traits → Organizational Citizenship Behavior → Task Performance | 3.483 | 0.001 | 0.267 | 0.063 | 0.33 | 19.09% | NO |