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The dark side of feeling trusted for hospitality employees: An investigation in two service contexts

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ABSTRACT

Emerging research appears to suggest that feeling trusted by management can facilitate employees' organizational citizenship behavior (OCB). However, it is possible that feeling trusted can have negative effects on hospitality employees. In this paper, we draw on social exchange theory and self-determination theory to examine how feeling trusted can lead to potentially negative consequences for hospitality employees. We tested the hypotheses using data from two different studies. Study 1 used a time-lagged research design to collect a sample of 349 employee-supervisor dyads in a chain of six economy hotels. Study 2 was designed to generalize the results by examining a sample of 509 employees in healthcare hospitals. The results show that employees' feeling trusted has a direct effect on employee compulsory citizenship behavior (CCB). Furthermore, feeling trusted has an indirect effect on CCB mediated by employee organization based self-esteem (OBSE) and felt obligation, with the latter having a stronger effect. Our research contributes to the literature by examining the dark side of feeling trusted and the mechanism of how feeling trusted influences employee outcomes.

1. Introduction

In the hospitality industry staff are important for providing good service and building guest loyalty (Chi and Gursoy, 2009). Organizational citizenship behavior (OCB), in particular, has been considered to be an important factor needed by the hospitality industry to build customer satisfaction and loyalty and enhance service quality. Recent research suggests that, in the hospitality context, trusting the employee is crucial to enhance OCB, and trust has naturally been a managing strategy used to motivate the actions of employees (Six and Sorge, 2008). Different from trusting, *being trusted* – defined as the perception that management willingly accepts its vulnerability to the subordinate's actions (Baer et al., 2015; Lau et al., 2014) – has received great attention in recent years.

Although the existing research has explored the intuitive relationship of how being trusted affects employee behavior, available research so far ignores the possible dark side of feeling trusted (Baer et al. (2015) found that feeling trusted is unwelcome in certain circumstances and can become a 'poisoned chalice' for one or other of the parties involved (Skinner et al., 2014). Thus, it is not clear whether feeling trusted is related to negative outcomes and, if so, how. Feeling trusted is normally realized through the perception of reliance and disclosure by supervisors, for example, delegating important tasks and sharing sensitive information (Lau and Lam, 2008).

Now if managers' trust in service employees is demonstrated by additional assignments and responsibilities, such trust might not be a welcome addition to the already stressful job of those employees. In this case, service employees may still choose to reciprocate the management's trust with OCB, not because they want to, but because they feel they have to do it. After all, they don't want to be laid off by the management. Despite the growing acknowledgement that employees can feel compelled by external forces to go the extra mile for their organization, it is possible that employees engage in OCBs, not because they want to but because they feel they are obliged to. In other words, employees may feel compelled to engage in OCB by external forces leading in turn to potential negative consequences, which is conceptualized as compulsory citizenship behavior (CCB) (Bolino et al., 2010; Yam et al., 2014).

CCB is one of such relatively neglected phenomena, defined as employees' engagement in extra-role activities which are often against their will, and it reflects a negative aspect of the social structure of organizational life (Vigoda-Gadot, 2007). However, the effect that feeling trusted has in pressuring employees into performing CCBs is not well understood nowadays (Yam et al., 2014). The literature has relied on two major mechanisms to explain the effects of feeling trusted: the social-exchange mechanism, based on the norm of reciprocity (Brower

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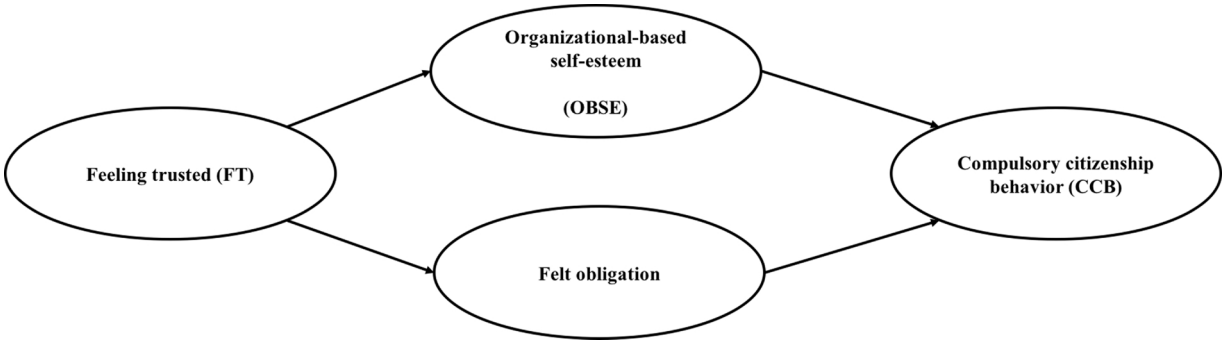

Fig. 1. Conceptual model of the Study.

et al., 2009) and the self-evaluative mechanism, based on the self-concept (Lau et al., 2014), through which people decide to be proactive and engaged or, alternatively, passive and alienated from certain behaviors (Ryan and Deci, 2000a, 2000b). Our paper draws on self-determination theory (SDT) (Gagné and Deci, 2005; Ryan and Deci, 2000a, 2000b) to integrate both the working self-concept 'employees' organization based self-esteem' (OBSE) and social-exchange explanations of how employees feeling trusted may lead to CCB via felt obligation. OBSE, which is "the degree to which an individual believes him/herself to be capable, significant, and worthy as an organizational member", has been identified as a significant and consistent performance driver (Pierce et al., 1989, p. 593).

This paper makes two important contributions to the literature. *First*, it enhances our understanding of the mechanism of linking feeling trusted with CCB as an employee outcome by combining social exchange theory and self-concept perspectives. Specifically, it examines the mediating effects of felt obligation and organization based self-esteem as the mechanism linking feeling trusted and CCB. The available research so far has relied on the self-driven mechanism to explain the effects of feeling trusted (Salamon and Robinson, 2008; Brower et al., 2009; Lau et al., 2014; Baer et al., 2015) whereas our research extends the literature by adding a social exchange mechanism to explain how feeling trusted can result in CCB. *Second*, it complements the existing research on positive outcomes of feeling trusted by looking at the dark side of trust on employees (Baer et al., 2015), i.e., subordinate's compulsory citizenship behavior (Vigoda-Gadot, 2007), or forced OCB (Bolino et al., 2013; Bolino et al., 2010). Examining feeling trusted through the dark side perspective provides a fuller understanding of the potential consequences of the supervisor-subordinate trust relationship, which may be relevant to controlled motivation in the workplace (Gagné and Deci, 2005).

2. Theoretical background and hypothesis development

Human beings' behaviors are regulated by different motivations. According to the self-determination theory (SDT), people engage in motivated behaviors, like OCBs, in terms of either autonomous or controlled motives (Gagné and Deci, 2005; Ryan and Deci, 2000a, 2000b). Autonomous motives are shown to be important for people's goals and values because they are intrinsically interesting and enjoyable (Ryan and Deci, 2000a, 2000b). Controlled motives, in contrast, are trigged by an external source of motivation such as meeting a supervisor's expectations (Gagné and Deci, 2005). Following this framework, we will argue below that, for employees, feeling trusted, OBSE and felt obligation can facilitate the processes of self-motivation in engagement with CCB, although against their will.

Since Organ and colleagues introduced the term *organizational citizenship behavior* (Organ, 1988), scholars and practitioners have shown a particular interest. Broadly defined, OCB refers to employee behavior that contributes to the effective functioning of the organization with in a way which is often discretionary and not rewarded relative to in-role job performance (Organ, 1997; Organ et al., 2006). However, in recent years, research has demonstrated that employees are being pressured to perform citizenship behavior an extra role (Bolino et al., 2010; Yam et al., 2014), and a feeling that they *have* to (Bolino et al., 2013) or ought to (Organ et al., 2006), but not that they want to, becomes the main reason that triggers this extra role (Vigoda-Gadot, 2007; described in terms such non-voluntary OCB and compulsory citizenship behavior CCB).

Since CCB is (often) against employees' will, it would appear unnatural to link employees' feeling trusted to CCB. Nevertheless, in the service organizational context, given the stressful environment service employees face, and the basically hierarchical nature inherent in the relationship between an employee and an immediate supervisor due to the differences in power, status, and control, it is likely that employees will be more vulnerable to the actions of immediate supervisors (Pfeffer, 2013; Lapidot et al., 2007; Shamir and Lapidot, 2003). Theories of power in an organizational context hold over time and across contexts, despite attacks on hierarchical work arrangements by various management movements (Pfeffer, 2013). Therefore, an employee's immediate supervisor is perhaps one of the most influential people in his or her work life. Accordingly, CCB may be viewed as another means by which those with authority and power, such as an employee's immediate supervisor, take advantage of an employee, who is less powerful and simply cannot resist or say "no" to the supervisor's trust or expectation (Vigoda-Gadot, 2006). Although service employees are already stressed when coping with the customers' requirement, for service employees working in an unbalanced supervisor-subordinate environment, the additional tasks and responsibilities imposed as a signal of trust are difficult to refuse. See Fig. 1.

2.1. Feeling trusted and CCB

Trust becomes salient in this context – coupled with a degree of uncertainty about the potential risk for one or both parties. In the supervisor-subordinate context, trust hereafter reflects a willingness of the giving party (the supervisor) to take risks on the basis of "the expectation that the subordinate will perform a particular action important to the management, irrespective of the ability to monitor or control that subordinate" (Mayer et al., 1995; Mcallister and Lewicki et al., 2006). Feeling trusted or felt trust by the subordinate reflects his or her perception that management is willing to accept vulnerability by engaging in risk taking action (Baer et al., 2015). Two signals which can help employees to realize they are being trusted are reliance by a supervisor, for example when an employee is delegated with important task, and disclosure, for example when sensitive and privacy information is shared with an employee by supervisors.

Although the construct of feeling trusted has received far less attention than that of trusting, increasingly studies have suggested that subordinates feeling they are trusted by their superiors is very powerful in motivating those subordinates to improve their performance and extra-role behavior (Salamon and Robinson 2008; Baer et al., 2015; Lau

et al., 2014). Two reasons for this are, first, feeling trusted could be perceived by an employee as a recognition that he/she is thought by a supervisor to be competent, important and reliable and, second, feeling trusted might make employees feel more responsible for their work, giving them a sense of ownership over their jobs (Salamon and Robinson, 2008). Similarly, Baer et al. (2015) suggested that the feeling of being trusted can have a number of cognitive and affective benefits towards work because of the sense of responsibility. In a sample of 497 teachers in 18 schools in southern China, Lau et al.'s (2014) showed that teachers who perceived that principals trusted them reported higher levels of organization-based self-esteem, which in turn boosted their job performance. Feeling trusted can therefore elicit employee's 'organizational citizenship behavior' (OCB), which represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (Organ, 1988, p. 4). Following the same logic, feeling trusted will induce employee engagement with CCB, even though which means that the employee has to go the extra mile for their organization to fulfil the above-mentioned sense of "responsible and ownership" against his or her will. As Baer et al. (2015) found, feeling that you are being trusted is associated with perceived workload and concerns about reputation maintenance. In addition, feeling trusted will provoke reciprocity from the employee, who would feel obligated not to disappoint the supervisor. We will explain the role of reciprocity norm in more detail later. Up to now, it is proposed that

H_1. Employees' feeling trusted is positively related to CCB.

2.2. Felt obligation mediates the relationship between feeling trusted and CCB

As mentioned above, the norm of reciprocity is important to the trusting relationship between supervisor and employee. Blau (1964, p.93) maintained that "the basic and most crucial distinction is that social exchange entails unspecified obligations". Similarly, John Noonan (1984, p. 3) observes that: "reciprocity is in any society a rule of life, and in some societies at least it is the rule of life. The norm guides how one should behave, and following the norm obliges people to behave reciprocally (Cropanzano and Mitchell, 2005; Gouldner, 1960; Gill, 2008). Bolino et al. (2012) suggest that the vast majority of prior research on the antecedents of OCBs (Organ, 1988) has relied on the social exchange theory, in which reciprocity is a fundamental element. For example, Konovsky and Pugh (1994) argue that OCB is driven mainly by reciprocity, obligation, and social exchange.

The felt obligation of a subordinate is an important explanatory element in the process of controlled motivation between a subordinate and his/her supervisor (Guest, 2004; Gatling et al., 2017). Felt obligation has been widely considered to be the predictor of positive organizational results, and it is defined as a prescriptive belief that one should care about the organization's wellbeing (Eisenberger et al., 2001). Felt obligation is an externally imposed controlled motivation, which is initiated and maintained by contingencies external to the person. The degree of one's controlled motivation reflects the degree to which one feels coerced or seduced by external pressure (Gagné and Deci, 2005; Crotts and Turner, 1999; Kandampully et al., 2017). Similarly, Eisenberger et al. (2001) suggest that in order to maintain their positive trusted image and the employment relationship, employees tend to fullfil obligations with a sense of pressure and having to engage in the actions.

Available research finds that felt trust bolsters self-efficacy and creates a sense of moral obligation (Salamon and Robinson 2008; Korsgaard et al., 2015). Furthermore, in the organizations' hierarchical context (Lapidot et al., 2007; Shamir and Lapidot, 2003; Sparks and Browning, 2011), where the more powerful supervisor in the relationship with an employee builds up social credit that creates social indebtedness allowing the supervisor to extract compliance (Griffith et al., 2006), feeling trusted by an employee's immediate supervisor can solicit strong obligations that he or she should execute the behaviors required for task performance (Pierce et al., 1989). In other words, felt obligation by the employee derived from felt trust leads to strong pressure to take actions to meet the expectations of the supervisor, regardless of willingness or perception of burden, i.e., CCB (Vigoda-Gadot, 2006). CCB is a burden to the employee, which reflects a different dynamic than voluntary beneficence and is often against their will (Vigoda-Gadot, 2007). It emerges in response to external pressures by significant and powerful others in the workplace, in particular managers, who wish to increase the employees' work load. This is clearly a negative aspect of social structure of organizational life (Vigoda-Gadot, 2006; Vigoda-Gadot, 2007). Recent empirical evidence shows that feeling trusted is related to exhaustion for employees, largely thanks to workload and efforts to maintain reputation (Baer et al., 2015). Therefore, it is reasonable to expect that felt obligation partially mediates the relationship between feeling trusted and CCB. Therefore, it is proposed,

H_2. Felt obligation partially mediates the relationship between feeling trusted and CCB.

2.3. OBSE mediates the relationship between feeling trusted and CCB

A self-concept, defined as the knowledge a person has about him or herself, has profound effects on the way we feel, think, and behave, and for the things we aim to achieve. A self-concept not only reflects ongoing behavior but also mediate and regulate this behavior. In the workplace context, working self-concept such as employees' organization-based self-esteem (OBSE) is a significant and consistent performance driver, which is 'the degree to which an individual believes him/herself to be capable, significant, and worthy as an organizational member' (Pierce and Gardner, 2004, p. 593). In their review paper, Pierce and Gardner (2004) find that organization-based self-esteem mediates the relationships between the antecedent variables, such as work environment, organizational signals of personal value (e.g., perceived organizational support), and the consequent variables, including extra-role performance, as employees with high OBSE have come to believe that "I count around here" (Chen and Aryee, 2007). Study has also indicated the positive relationship between OBSE and supervisory ratings of OCB (e.g. Lau et al., 2014; Bowling et al., 2010).

The positive link between OBSE and OCB provides a basis for examining the mediation effect of OBSE on the relationship between feeling trusted and CCB. Available research has indicated that different contextual elements can predict OBSE, e.g. job complexity (Pierce et al., 1989), pay level (Gardner et al., 2004), and delegation (Chen and Aryee, 2007). Furthermore, an individual's OBSE is shaped and molded by the messages about the self transmitted by others, and particularly those who evaluate the individual's work, most prominently the immediate supervisor, for instance (Pierce and Gardner, 2004). Therefore, Lau et al. (2014) found that feeling one is being trusted can predict the increase of OBSE. Employees with high OBSE, who value social importance and status in their organizations as signaled by the management in terms of feeling trusted, may feel as though they have more control and influence over their work behavior (Baer et al., 2015). Therefore, when employees perceive that they are important and valued in the workplace and want to maintain the status quo, they will develop and maintain the quality and quantity of their work, even at the cost of exhaustion (Baer et al., 2015) or increased job stress and burnout (Bolino et al., 2015). Therefore,

H_3. OBSE partially mediates the relationship of feeling trusted and CCB.

3. Method

3.1. Research design

We tested the hypotheses using data from two related empirical studies in an attempt to balance the relative strengths and weaknesses of each study context. Specifically, Study 1 was designed to test the model with a sample of short job tenure employees in a chain of six economy hotels (average job tenure is 2.62), and to allow for more rigorous testing by including data collected at three different times. The Study 2 was designed to generalize the results by examining a sample of employees with longer job tenure in the service context of healthcare hospital. We supposed that hospitality employees with different job tenures may have different reactions toward perceived trust from direct supervisors (Study 1: n = 349 vs. Study 2: n = 509 subordinates, respectively). We tested whether Study 2 could replicate the internal and external validities from Study 1, and then presented the methods and results for each study independently, followed by a discussion which integrates both studies.

3.2. Measures

The survey instrument was translated into Chinese from the original construct in English by one professor. We then followed the back-translation procedures recommended by Brislin (1980), in which the quality of a translation is verified by an independent professor translating back into the original language. Back translation can improve the reliability and validity of research in different languages. There's no big difference between the translation and the original construct. And, the reliability of translation and back-translation can be reflected as variables' Cronbach's alpha. Response options for all the measures in the survey ranged from (1) strongly disagree to (5) strongly agree.

3.2.1. Feeling trusted

The definition of feeling trusted led us to adapt Lau et al.'s (2014) scales by asking respondents whether their supervisors were willing to rely on them at work (reliance), and to share sensitive information (information disclosure). Lau et al.'s (2014) scales have indicated the good psychometric properties of feeling trusted scale (the Cronbach's alpha for this scale is 0.930). Thus, feeling trusted was assessed using the 10-item scale of Lau et al. (2014) in our paper. The sample item is "my supervisor relies on my task related skills and abilities". The Cronbach's alpha of reliability in Study 1 was 0.904, and in Study 2 was 0.873.

3.2.2. Organization based self esteem

Organization-based self-esteem was assessed using 10-item scale of Pierce and Gardner et al. (1989) for which good reliability has been indicated (the Cronbach's alpha for this scale is 0.830). A sample item is "I am taken seriously in this company". The Cronbach's alpha of reliability in Study 1 was 0.863, and in Study 2 was 0.912.

3.2.3. Compulsory citizenship behavior

This variable was defined as "employees' engagement in extra-role, but not necessary voluntary, behaviors that are conducted under duress and not as a result of the self-driven good will of the individual himself/herself" (Vigoda-Gadot, 2007, p.11). Vigoda-Gadot (2007) reported an acceptable reliability with a Cronbach's alpha of 0.830, which shows a good reliability of this scale. Generally, ratings of citizenship behavior are collected from the employees. Bolino and Turnley (2005) argued that, as many of the behaviors in question took place outside of normal working time, it is inappropriate to use supervisor or peer ratings. Vigoda-Gadot's (2007) also pointed out that CCB is different from OCB; CCB has to be rated by subordinates themselves. Therefore, subordinates were asked to rate the extent to which they agree with five statements about themselves. We used Vigoda-Gadot's (2007) 5-item scale to measure CCB. A sample item is "the management in this organization puts pressure on us to engage in extra-role work activities beyond our formal job tasks." In the current project, the Cronbach's alpha of reliability in Study 1 was 0.834, and in Study 2 was 0.958.

3.2.4. Felt obligation

We used 3-item scale developed by Eisenberger et al. (2001) to measure felt obligation as good reliability has been indicated for this scale (the Cronbach's alpha for this scale is 0.830). Example items are "I have an obligation to the [work unit] to ensure that I produce high quality work", "I would feel guilty if I did not meet the performance standards", "I would have pressure if the thing is not done right". Cronbach's alpha for the scale in Study 1 was 0.818 and in the Study 2 was 0.841.

3.2.5. Control variables

We controlled for several variables, including the employees' age, education, organizational tenure, employees' trust in supervisor and OCB in the organization. Previous research has indicated that they are likely to be associated with feeling trusted and employees' CCB (Bowling et al., 2010; Liao and Chuang, 2004). Tenure in the organization was self-reported in years, and gender was dummy-coded, with male coded as '0′ and female coded as '1′. Together, age was coded as (1 = "25 years old or below," 2 = "26–35 years old," 3 = "36–45 years old," 4 = "46 years old or above"), education (1 = high school, 2 = technical school, 3 = bachelor, 4 = master, 5 = doctor). Trust was measured with eight items adapted from McAllister's (1995) scale which takes both affect- and cognition-based aspects of trust into consideration. A sample item is "if I shared my problems with my supervisor, I know (s)he would respond constructively and caringly". Cronbach's alpha for the scale in our study was 0.850, the original Cronbach's alpha for this scale was 0.950.

Except that, in Study 2, supervisor abuse was measured with 15-item scale originally developed by Tepper (2000). Zhao et al. (2014) argued that supervisor abuse and CCB has significant relationship. This scale was also applied and validated by Liu et al. (2010) in China. A sample item is 'my supervisor tells me my thoughts or feelings are stupid'. Cronbach's alpha for this measure was 0.93 in Study 2.

4. Study 1

4.1. Sample and procedures

The respondents in Study 1 were employees in a chain of six economy hotels in Shanghai, a city in China. Chains are collections of horizontally linked hotels with a controlling headquarters, which provide similar services and target the same group of customers (Ingram and Baum, 1997). Economy hotel chains are very popular for the young generation. Most of these hotels in east China have 60–100 full time employees. The number of respondents to our study from each hotel range from 40 to 75. Each week they would have 2–3 meetings which are used to continually enhance the service rules and service attitude of employees that should have. As a result, the hotel manager has more chance to interact with their staff (though the staff should be shifting their work), especially during the busy seasons. The nature of the business in the competitive service industry provides an ideal context to examine CCB, which is closely related to potential challenges, on the one hand, and work overload and demand of extra-role behavior faced by employees working in the economy hotel chain, on the other hand (Post et al., 2009). To encourage participation, the authors went to the respondents' workplace to deliver the questionnaire. We promised participants confidentiality of responses to limit their evaluation apprehension and socially desirable responding. For instance, each questionnaire was accompanied with one envelope, and the respondents should put the questionnaire into envelope after the completion, and then return the envelope to the authors. In addition to ensure

confidentiality, in order to minimize the possible bias of employees self-rating, we also created psychological separation between the measures in our surveys by using different instructions and putting variables in different parts of the survey with a number of filler items between them (Podsakoff, 2003). At the end of the investigation, we provided a cup of Hello Kitty as a gift, which is worth 54 Chinese Yuan (about 9 U.S. dollars) to the participants in our survey.

Before completing the actual test of feeling trusted, felt obligation, OBSE and CCB at each stage, respondents were asked to read five example items taken from the test of each construct. Respondents then indicated their pretest reactions to the test of each construct using the example items as the referent. After all respondents had completed the pretest reaction measures, they proceeded to complete the actual test. Respondents then indicated their posttest reactions to the test. At the end of the session, all respondents were thoroughly debriefed and thanked for their participation.

During the investigation, three waves of data collection were carried out so as to reduce common method bias (Podsakoff, 2003). We randomly selected 680 employees across the entire company to participate in the study. In the first survey (T1), we collected data on their perception of how they felt about being trusted by their direct supervisors in addition to demographic information (e.g., age, gender, and tenure in the company). 585 employees completed questionnaires were returned via envelope, generating 86.02% response rate. Six weeks later, the second survey was carried out. The second survey (T2) was distributed to the 585 employees, who were asked to provide information about their OBSE and felt obligation. 492 completed questionnaires being returned, yielding a response rate of 84.1%. Two weeks later, the third survey (T3) was distributed to 492 employees and 349 employees completed questionnaires were returned, resulting in a response rate of 70.9%. In this survey, the employees were asked to provide information about their CCB. Each employee was also requested to provide the name of his/her immediate supervisor. We then sent questionnaires to the 78 supervisors mentioned to obtain their views on their subordinates' OCB through an identity number that were assigned to each subordinate-supervisor dyad.

The final sample shows that participants were mostly males (62.7%), relatively young (66.1% aged 25–35 years old), well educated (61.5% receiving education at vocational college or university), and their average job tenure was 2.62 years (SD = 0.95). We conducted a multivariate analysis of variance (MANOVA) to examine if employee' response versus non-response created any detectable differences in our sample (Lance et al., 2000). Results showed that participants in the initial randomly selected sample and in the final sample used for model testing do not differ significantly in terms of age and gender (F [2,677] = 0.37, n.s.).

4.2. Results

4.2.1. Confirmatory factor analysis

Before testing the hypotheses, we conducted confirmatory factor analyses to statistically distinguish the four key variables in our model, namely feeling trusted, felt obligation, OBSE and CCB. In terms of the structural equation modeling, we were confronted with a relatively small sample size in light of the number of observed indicators. Based on procedures reported in the extant literature, we reduced the number of parameters in the structural equation modeling analysis (Bandalos, 2002). The item parceling method recommended by Bagozzi and Edwards (1998) was used on two variables: feeling trusted and OBSE, because these variables consisted of more than seven items. We created five indicators for feeling trusted and created five indicators for OBSE. On the basis of factor analysis results, we combined items with the highest and lowest loadings by averaging them, and then we repeated the method until it produced five indicators for each construct (e.g. Aryee et al., 2007).

We used LISREL software to compare the fit of four-factor model. A CFA of this four-factor base model yielded fit indexes within an acceptable range ($X^2(130) = 542.184$ ($p < .001$), RMSEA = 0.065, SRMR = 0.061, CFI = 0.942, TLI = 0.927, GFI = 0.912, AGFI = 0.903). The results indicated support for the hypothesized four-factor model, and therefore, the distinctiveness of the variables in the study, whereas one-factor model and three factor-models exhibited significantly poorer fit. These results in tandem provide clear evidence of the distinctiveness of the main variables in the study.

We also assessed the convergent and discriminant validity of our measures by computing the average variance extracted (AVE) by each construct (Fornell and Larcker, 1981). Convergent validity is established if the AVE by each construct is greater than 0.5 (Bagozzi and Yi, 1988). The AVE value for each construct is 0.78(feeling trusted), 0.76(OBSE), 0.83 (CCB) and 0.78 (felt obligation) respectively. This evidence indicates that the measurement model possessed adequate convergent validity.

Discriminant validity is assessed by comparing AVE and the correlations. If the AVE from the construct is greater than the correlation shared between the construct and other constructs in the model, it is suggesting good discriminant validity (Fornell and Larcker, 1981). Table 2 shows the mean and standard deviations of the constructs and their correlations. It is easy to see that the AVE for each construct is greater than the levels of correlations involving that construct, thereby confirming discriminant validity.

In addition, we conducted a Harman's single factor test of major variables in this study and found four factors were extracted with eigenvalue greater than 1, the accumulated amount of explanatory variance is 63.06%, and the largest factor did not account for a majority of the variance (22.19%), suggesting that common method variance is not a pervasive problem.

4.2.2. Descriptive statistics

In Table 2 we found that feeling trusted was significantly correlated to CCB (r = 0.402, $p < .01$), OBSE (r = 0.463, $p < .01$) and felt obligation (r = 0.508, $p < .01$). Moreover, OBSE was significantly correlated to felt obligation (r = 0.413, $p < .01$) and CCB (r = 0.422, $p < .01$); Felt obligation and CCB were significantly correlated (r = 0.592, $p < .01$). These results provided initial support for our hypotheses.

4.2.3. Tests of the hypotheses

Having confirmed that the measurement model had adequate convergent and discriminant validity, we proceeded to test the proposed structural model. We examined the hypothesized models using structural equation modeling to test H_1, H_2 and H_3.

The results of structural equation modeling testing the hypotheses are presented in Fig. 2, and in Table 3. As is shown in Fig. 2, feeling trusted had direct effects on CCB ($\beta = 0.16$, $p < .01$).

Thus, H_1 is supported. Although feeling trusted had direct effect on CCB, the paths from feeling trusted to felt obligation ($\beta = 0.506$, $p < .001$), and felt obligation to CCB ($\beta = 0.532$, $p < 0.001$) remained significant, indicating that felt obligation partially mediated the link between feeling trusted and CCB, thus H_2 is supported. The paths from feeling trusted to OBSE ($\beta = 0.467$, $p < .001$), and OBSE to CCB ($\beta = 0.292$, $p < .001$) remained significant, indicating that OBSE partially mediated the link between feeling trusted and CCB, thus H_3 is supported.

To evaluate the final condition for mediation, we compared the fit of our hypothesized partially mediated model to fully mediated model. As is displayed in Table 3 model 2a, the partially mediated model included a direct path from feeling trusted to CCB. Results revealed that the partially mediated model exhibited a good fit to the data: $X^2(146) = 312.38$ ($p < .001$), CFI = 0.950, TLI = 0.980, GFI = 0.980, RMSEA = 0.070. As OBSE and felt obligation were correlated with each other, we examined two alternative models by adding a path from OBSE to felt obligation and a path from felt obligation to OBSE (Table 3

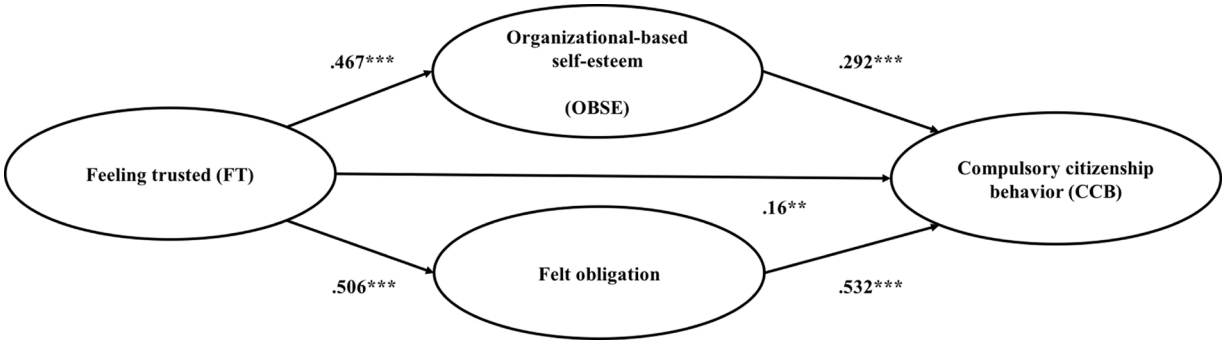

Fig. 2. SEM resutls from Study 1.

Models 3a and 4a). The addition of the two paths did not significantly improve the model fit and did not affect the paths of the partially mediated model.

Additionally, we used Akaike's (1987) (AIC) to evaluate the relative fit of our best fitting model and the non-nested model. The model with the smaller AIC value is considered the better fitting model. The AIC value showed that the partially mediated model 2a had a smaller value (AIC = 469.16) than the alternative model 1a (AIC = 507.56), thereby reinforcing our finding that the partially mediated model was the best fitting model.

We then conducted the Sobel test (Sobel, 1982) to further assess the mediating mechanism of OBSE and felt obligation between feeling trusted and CCB. Results showed that felt obligation and OBSE significantly mediated the relationship between feeling trusted and CCB ($Z = 4.45$, $p < .001$; $Z = 4.15$, $p < .001$).

The mediation hypotheses were tested by using the bootstrapping procedure recommended by Preacher and Hayes (2008) again. Specifically, to assess the significance of the mediated effects, 95% bias-corrected bootstrap confidence intervals (CI) were constructed. A mediated effect is considered significant if the 95% bias-corrected CI does not include 'zero'. We carried out 5000 times bootstrap (Preacher and Hayes, 2008; MacKinnon et al., 2004). The results showed that feeling trusted had an indirect effect on CCB via OBSE (95% bias-corrected CI [0.19, 0.29]), and via felt obligation (95% bias-corrected CI [0.12, 0.23]). Both CIs exclude zero, which again confirms the mediating effects.

In order to assess whether felt obligation is more strongly related to CCB than OBSE, we tested the difference between the coefficients for felt obligation and OBSE following the steps suggested by Cohen et al. (2003). We first estimated the standard error of the difference between the coefficients of the two independent variables (i.e., felt obligation and OBSE) by calculating the inverse of the correlation matrix between the two variables following the computation procedure provided by Cohen et al. (2003). We then performed a *t*-test to examine whether the difference in the magnitude of the two coefficients was significant or not. The test of the difference in the coefficients revealed that, compared to OBSE, felt obligation was more strongly associated with CCB ($t = 2.16$, $p < .01$).

5. Study 2

5.1. Sample and procedure

We conducted study 2 in a different type of service context so as to check whether our research can be replicated, using the same survey instrument. The sample comes from clinical nurses and their managers in a regional healthcare organization. This regional healthcare organization provides an ideal context to examine CCB because clinical nurses need to work professionally while also exhibiting extra-role behavior toward patients, a situation which provides clinical nurses with a stressful workplace. 509 nurses from 26 offices (which were directed by a total of eight managers, each of whom was responsible for 1–5 offices and approximately 20 nurses) participated in the survey with a response rate of 80%. Before starting to send the questionnaire, the respondents were informed that the purpose of the survey was to examine human resource practices. We promised to keep the confidentiality of participants data and the results are only used for the research. In order to keep confidentiality, each questionnaire is accompanied with one envelope, and the respondents could put the completed questionnaire into the envelope. The authors sent the questionnaires to the respondents randomly selected by HR department. Two waves of data collection were carried out so as to reduce common method bias (Podsakoff, 2003). The procedure is similar to Study 1. In the first survey (T1), we sent questionnaires to 751 employees. We collected data on their perception of how they felt about being trusted by their direct supervisors (OBSE and felt obligation) in addition to demographic information (e.g., age, gender, and tenure in the company). Two weeks later, the second survey (T2) was carried out and was distributed to the 659 responding employees who completed questionnaire in the first survey, who were asked to provide information on their CCB. Each employee was also requested to provide the name of his/her immediate supervisor. We then sent questionnaires to the 109 supervisors mentioned to obtain their views on their subordinates' OCB through an identity number that were assigned to each subordinate-supervisor dyad. Finally, we received 509 questionnaires representing a 77.2% response rate. Of the 509 subordinates' respondents, the average age of the subordinates was 33.36 years (SD = 9.15), the average organizational tenure was 5.87 years (SD = 5.74), with an average education level of bachelor (SD = 0.69).

5.2. Results

5.2.1. Confirmatory factor analysis

The same to Study 1, we used LISREL software to calculate the CFA. Results of the comparison are presented in Table 1. As shown, the hypothesized four-factor model ($X^2(130) = 2594.702$ ($p < .001$), RMSEA = 0.094, SRMR = 0.075, CFI = 0.937, TLI = 0.924; GFI = 0.909; AGFI = 0.903) fit the data better than did other models. The results indicated support for the hypothesized four-factor model, and therefore, the distinctiveness of the variables in the study.

The AVE value for each construct is 0.70(feeling trusted), 0.72(OBSE), 0.88 (CCB) and 0.84 (felt obligation) respectively. This evidence indicates that the measurement model possessed adequate convergent validity. As is shown in Table 2, the AVE for each construct is greater than the levels of correlations involving that construct, thereby confirming discriminant validity. In addition, we conducted a Harman's single factor test of major variables in this study and found four factors were extracted with eigenvalue greater than 1, the accumulated amount of explanatory variance is 65.01%, and the largest factor did not account for a majority of the variance (23.12%), suggesting that common method variance is not a pervasive problem.

Table 1
Confirmatory factor analysis of measurement models: fit indices.

	Models	X^2	X^2/df	RMSEA	SRMR	CFI	NNFI	GFI	AGFI
Study 1(N = 349)	4 factors	542.184	2.204	0.065	0.061	0.942	0.927	0.912	0.903
	3 factors[a]	586.893	2.357	0.085	0.080	0.932	0.918	0.915	0.912
	3 factors[b]	597.102	2.398	0.086	0.082	0.930	0.915	0.903	0.900
	3 factors[c]	691.722	2.778	0.097	0.088	0.911	0.892	0.902	0.886
	1 factor [d]	1332.576	5.288	0.255	0.125	0.361	0.255	0.355	0.205
Study 2(N = 509)	4 factors	2594.702	5.655	0.094	0.075	0.937	0.924	0.909	0.903
	3 factors[a]	2865.608	6.216	0.099	0.075	0.817	0.803	0.815	0.802
	3 factors[b]	3193.587	6.928	0.106	0.089	0.792	0.776	0.783	0.700
	3 factors[c]	3278.291	7.111	0.108	0.097	0.786	0.769	0.702	0.686
	1 factor[k]	5527.777	11.913	0.144	0.114	0.615	0.588	0.555	0.505

Note. The 4-factor model includes feeling trusted, felt obligation, compulsory citizen behavior (CCB), and organizational-based self-esteem (OBSE).
[a] Feeling trusted and felt obligation combined into one factor.
[b] OBSE and felt obligation combined into one factor.
[c] Feeling trusted and OBSE combined into one factor.
[d] Feeling trusted, felt obligation, CCB, and OBSE combined into one factor.

5.2.2. Descriptive statistics and correlations

Means, standard deviations (SDs), correlations, and internal reliabilities (Cronbach's alpha coefficients) are presented in Table 2. The zero-order correlations show that feeling trusted is positively related to both OBSE ($r = 0.455$ $p < .01$) and felt obligation ($r = 0.492$, $p < .01$). OBSE and felt obligation are positively related to each other ($r = 0.577$, $p < .01$). OBSE and felt obligation are positively related to CCB ($r = 0.531$, $p < .01$; $r = 0.587$, $p < .01$). Supporting our CFA tests, these measures appeared conceptually and empirically distinguishable.

5.2.3. Hypothesis testing

We examined the hypothesized models using structural equation modeling to test H_1, H_2 and H_3.

The results of structural equation modeling testing the hypotheses are presented in Fig. 2, and in Table 3. As is shown in Fig. 2, feeling trusted had direct effects on CCB ($\beta = 0.106$, $p < .01$). Thus, H_1 is supported. Although feeling trusted had direct effects on CCB, the paths from feeling trusted to felt obligation ($\beta = 0.478$, $p < .001$), and felt obligation to CCB ($\beta = 0.518$, $p < .001$) remained significant, indicating that felt obligation partially mediated the link between feeling trusted and CCB, thus H_2 is supported. The paths from feeling trusted to OBSE ($\beta = 0.458$, $p < .001$), and OBSE to CCB ($\beta = 0.422$, $p < .001$) remained significant, indicating that OBSE partially mediated the link between feeling trusted and CCB, thus H_3 is supported.

To evaluate the final condition for mediation, we compared the fit of our hypothesized partially mediated model to fully mediated model. As is displayed in Table 3 model 2b, the partially mediated model included a direct path from feeling trusted to CCB. Results revealed that the partially mediated model 2b exhibited a good fit to the data:

Table 2
Means, standard deviations and intercorrelations among measures.

	MEAN	SD	1	2	3	4	5	6	7	8	9	10	11	
Study 1 (N = 349)														
1.Gender	1.37	0.48	1											
2.Age	27.5	0.53	0.022	1										
3.Education	2.31	0.65	0.116*	−0.029	1									
4.Tenure	2.62	0.95	0.152**	0.465**	0.161**	1								
5.Work attribute	1.11	0.31	−0.092	−0.092	−0.02	−0.243**	1							
6.Employees' trust in supervisor	2.93	0.81	0.132**	0.012	0.024	0.045	0.034	1						
7.OCB	2.43	0.70	−0.238**	−0.106*	−0.036	−0.273**	0.167**	0.045	1					
8.Feeling trusted	2.76	0.70	−0.048	−0.003	0.054	0.029	0.024	0.173**	0.572**	***(0.904)***				
9.OBSE	2.53	0.72	−0.179**	−0.145**	0.01	−0.201**	0.126*	0.11*	0.556**	0.463**	***(0.863)***			
10.CCB	2.75	0.73	−0.064	0.019	−0.024	−0.049	0.022	0.023	0.510**	0.402**	0.422**	***(0.834)***		
11.Felt Obligation	2.90	0.79	0.026	0.043	0.003	0.039	0.012	0.078	0.430**	0.508**	0.413**	0.592**	***(0.818)***	
Study 2 (N = 509)														
1.Abusive supervisor	2.17	0.69	1											
2.Tenure	6.5	5.32	−0.134**	1										
3.Work attribute	7.00	0.49	−0.214**	0.162**	1									
4.Gender	1.40	0.49	0.049	0.152**	−0.162**	1								
5.Age	33.36	9.15	−0.146**	−0.126**	0.150**	−0.119**	1							
6.Employee's trust in supervisor	5.87	5.74	0.062	−0.117**	−0.031	0.001	0.450**	1						
7.Education	3.57	0.69	0.105*	−0.121**	0.049	0.031	0.136**	−0.155**	1					
8.OCB	3.48	0.78	0.028	−0.038	0.024	0.108*	−0.183**	−0.276**	0.364**	1				
9.Feeling trusted	3.11	0.25	−0.016	−0.044	−0.072	0.002	−0.052	0.017	−0.160**	−0.218**	**(0.873)**			
10.OBSE	3.54	0.64	0.023	−0.054	0.041	−0.063	0.058	0.116**	−0.105*	−0.260**	0.455**	**(0.912)**		
11.Felt obligation	3.42	0.42	0.013	−0.060	−0.022	−0.011	−0.034	0.058	−0.176**	−0.221**	0.492**	0.577**	**(0.841)**	
12.CCB	3.50	0.64	.271**	−0.205**	0.026	−0.161**	−0.007	0.107*	−0.131**	−0.201**	0.372**	0.531**	0.587**	**(0.958)**

Note. Coefficient alphas are on the diagonal.
OBSE = organizational based self-esteem; CCB = compulsory citizenship behavior.
* < 0.05, ** < 0.01, *** < 0.001, two-tailed.

Table 3
Results of model comparisions.

	Models	X^2	*Df*	ΔX^2	*CFI*	*TLI*	*GFI*	*RMSEA*
Study 1(N = 349)	Fully mediated model 1a	387.98	147	–	0.91	0.92	0.82	0.079
	Partially mediated model 2a	312.38	146	75.6	0.95	0.98	0.98	0.07
	Model 3a	380.12	146	7.86	0.90	0.91	0.82	0.079
	Model 4a	381.23	146	6.75	0.90	0.92	0.82	0.079
Study 2(N = 509)	Fully mediated model 1b	403.43	147	–	0.90	0.92	0.81	0.081
	Partially mediated model 2b	377.53	146	25.9	0.945	0.947	0.932	0.06
	Model 3b	400.43	146	3.00	0.92	0.92	0.81	0.079
	Model 4b	400.23	146	3.20	0.90	0.92	0.82	0.079

Note. Model 1a and 1b included the indirect paths from feeling trusted to CCB via OBSE and felt obligation.
Model 2a and 2b included the both direct and indirect paths from feeling trusted to CCB.
Model 3a and 3b included a direct path from OBSE to felt obligation.
Model 4a and 4b included a direct path from felt obligation to OBSE.

$X^2(146) = 377.53$ ($p < .001$), CFI = 0.945, TLI = 0.947, GFI = 0.932, RMSEA = 0.060. As OBSE and felt obligation are correlated with each other, we examined two alternative models by adding a path from OBSE to felt obligation and a path from felt obligation to OBSE (Table 3 Models 3b and 4b). The addition of the two paths did not significantly improve the model fit and did not affect the paths of the partially mediated model.

In order to further test the mediating effects of felt obligation and OBSE between feeling trusted and CCB, we adopted a bootstrapping approach to obtain the confidence intervals (CIs) and carried out 5000 times bootstrap. The results show that, feeling trusted had indirect effect on CCB via OBSE (95% bias-corrected CI [0.105, 0.191]), and via felt obligation (95% bias-corrected CI [0.169, 0.273]). Both CIs exclude zero, which again confirm the mediating effects.

In order to assess whether felt obligation is more strongly related to the CCB than OBSE, we tested the difference between the coefficients for felt obligation and OBSE as in Study 1. The test of the difference in the coefficients revealed that, compared to OBSE, felt obligation was more strongly associated with CCB ($t = 2.80$, $p < .01$).

In summary, the results of Study 2 have replicated the results from Study 1. That means the results from the hotel sample can be applied to other service context (Fig. 3).

6. Discussion

This paper aims to investigate if and how hospitality employees' feeling trusted can lead to non-voluntary OCB in a service context with a stressful service quality requirement. Up to now, little has been known about the effect of hospitality employees' feeling trusted on compulsory OCB with a dark side perspective. Over the last three decades, scholars and practitioners have paid much attention to understand the processes that explain organizational citizenship behavior in a normal organization. Following this line, emerging research on feeling trusted, perception of trust by management from an employee's perspective, has suggested that it can also improve performance of employees (e.g., Lau et al., 2014; Jung and Yoon, 2014). However, recent research has indicated that employees often engage in such extra-role behavior not because they want to, but because they feel compelled to do so by extrinsic forces (Bolino et al., 2013; McAllister et al., 2007). Vigoda-Gadot (2006) and Vigoda-Gadot (2007) thus argue that OCB has lost its originally discretionary nature and becomes compulsory, which is negative to employees. Although Baer et al. (2015) found that feeling trusted is associated with employee perceived workload and exhaustion; they focus still mainly on task related performance but not behavior.

Based on self-determination theory (Gagné and Deci, 2005; Ryan and Deci, 2000a, 2000b) and social exchange theory, our research proposes that feeling trusted has a direct effect on CCB and also an indirect effect via felt obligation and OBSE. Our analysis of data on 349 employees in a hotel context and 509 employees in a healthcare contexts supports the proposed model. It means the model indicates the mechanisms of how hospitality employees' feeling trusted incurs their compulsory OCB and the mechanism was validated in the hotel context can be generalized to other service contexts. Furthermore, the mediation effect of felt obligation is stronger than that of OBSE in both studies. The finding appears to confirm the externally imposed nature of CCB.

6.1. Theoretical implications

The studies offer two important contributions to the literature. *First*, to the best of our knowledge, we are among the first efforts to investigate the mechanisms by which hospitality employees' feeling trusted influences negative or pressured OCB, namely, compulsory citizenship behavior in the service context. Bolino et al. (2012) point out that the vast majority of prior research on the antecedents of OCBs has relied on social exchange theory (Blau, 1964; Organ, 1988; Konovsky and Pugh, 1994; Fan et al., 2018) without giving enough consideration

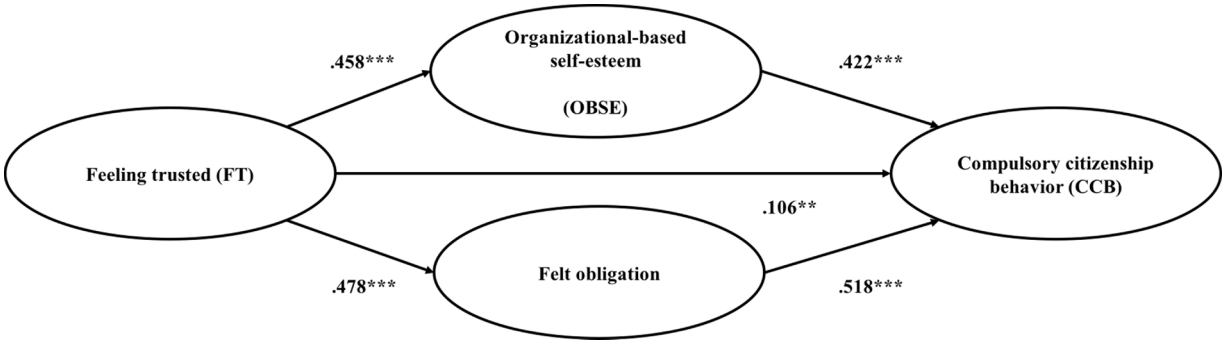

Fig. 3. SEM results from Study 2.

to the underlying cognitive, affective, or unconscious processes that may drive these behaviors, on the one hand. On the other hand, the emerging literature on feeling trusted by management, from an employee's perception perspective, has depended upon self-evaluative approach, e.g., self-esteem (Lau et al., 2014). Drawing upon self-determination theory (Gagné and Deci, 2005; Ryan and Deci, 2000a, 2000b) and social exchange theory (Blau, 1964, Organ, 1988; Konovsky and Pugh, 1994; To et al., 2015), our research integrates investigations both of the mediating effects of OBSE and of felt obligation on the link between hospitality employees' feeling trusted and CCB. Although our results show that feeling trusted has a direct and indirect effect mediated by OBSE and felt obligation respectively, the indirect effect mediated by felt obligation is stronger than the other two. The findings echo the available research, which suggests that employee's felt obligation is an important explanatory element in the process of controlled motivation between a subordinate and his/her supervisor (Guest, 2004; Eisenberger et al., 2001). Therefore, our research sheds some light into the mechanism on how feeling trusted can have an impact on employee outcomes from a social exchange perspective. It complements the relatively limited existing literature on feeling trusted that largely relies on self-esteem to explain the process, as Lau et al. (2014) advocate.

Second, our research is among the early efforts to look into the dark side of the outcomes of feeling trusted in the service context. Accordingly, it enhances our understanding of possibly many facets of feeling trusted, responding to Baer et al.'s (2015) call. Existing research tends to believe that feeling trusted can bring positive benefits to organizations and also employees, including extra-role behavior (e.g., Salamon and Robinson, 2008; Brower et al., 2009; Lau et al., 2014). However, feeling trusted can also have negative outcomes. For example, Baer et al. (2015) found that feeling trusted is associated with perceived workload and concerns about reputation maintenance, which in turn can lead to employee exhaustion. Skinner et al. (2014) find there exists unwelcome trust, where the trustor trusts the trustee although the trustee does not want to be trusted, as the obligations linked to the unsolicited trust are unwelcome and can be used as "a trap of obligation" (p. 214). Although a different domain, research has pointed to the negative side of OCB, i.e., OCB pressure, or, CCB, which has psychological costs and negative implications to employee well-being, including increased job stress and burnout (Bolino et al., 2010, 2015). Vigoda-Gadot (2006) and Vigoda-Gadot (2007) further suggests that CCB may be viewed as another means by which those with authority and power take advantage of less powerful employees who simply cannot afford to resist or say "no". By using coercive tactics, those in power may extend the role definition of front-line employees and increase the pressure on them with the goal of lowering costs and increasing performance and outcomes. In a similar vein, Skinner et al. (2014) argue that in certain circumstances, trust may be used as a tool for manipulation by management, while the real dark side is represented by unavoidable and unwelcome disadvantageous obligations forced upon the employee by circumstances. This obligation stems from an implied expectation of reciprocity in a trust relationship. Such unwelcome trust and compulsory citizenship behavior against employees' will are clearly a dark side of organizations (Linstead et al., 2014; Kim et al., 2011).

6.2. Practical implications

Our findings provide two important practical implications. *First*, the mechanisms revealed by our research could be helpful to service organizations to understand the outcomes to which trust can lead. Perceived trust itself can directly affect service employee outcomes. Furthermore, the impact of hospitality employees' feeling trusted can influence potential outcomes in different ways, in our case, via working self-concept OBSE and felt obligation towards the organization. Accordingly, service organization must understand that hospitality employees are different and they have different self-determination mechanisms. Comparing with OBSE, felt obligation appears a stronger mechanism to link hospitality employees' feeling trusted and outcomes. The possible reason may be because supervisor-hospitality employees' relationships are naturally task-oriented and instrumental, such that finishing the service task would be improved by supervisor trust because it is the main work-related part, while the extra-role part, such as keeping "service-rules" and providing good customer treatment, may not be appealing for one's self-concept. An alternative explanation is that OCB is driven more by obligation but not by the role of self-concept (Lau et al., 2014), though OCB may lose its voluntary meaning. The third possible reason is that, because the nature of today's service environment has increased the requirement for service quality, most hospitality employees are facing pressure with their task-oriented work. This situation is only predicted to worsen OCB or replace it with CCB, which perhaps provides another perspective to explain why surface-acting is so popular in a service context. Thus, how to better utilize hospitality employees' felt obligation for positive outcomes is a challenge to managers. *Second*, managers must be aware of the double-edge sword of feeling trusted for hospitality employees. As our findings demonstrate that feeling trusted can also have a negative impact on hospitality employees, despite much research indicating positive outcomes. Even if hospitality employees unwillingly endeavor to perform certain behaviors (CCB) under external pressure, they would be exhausted by felt trust and obligation (Baer et al., 2015). From a practical perspective, seeking to achieve a healthy balance between trust and the assigned task is important to avoid the negative effect of trust.

Furthermore, such 'positive' outcomes expected by the management could not be sustainable (Guest and Conway, 2003), as Zhao et al. (2014) argue that when employees feel pressured to perform OCBs (i.e., citizenship pressure; Bolino et al., 2010), increased OCB performance as perceived by their supervisors would only occur early in the event, but then it would decrease and even counter-work-behavior would follow. More seriously, reciprocal norms may subvert the benefits of feeling trusted as employees may ultimately interpret the trusting as a coercive tactic or manipulation by management (Gagné and Deci, 2005; Vigoda-Gadot, 2007) and stop reciprocity. A prerequisite for positive and effective outcome of feeling trusted may be the willingness of a service employee to accept responsibility for the service duties assigned to him or her. Therefore, supervisors should have a sense of subordinates' self-concept and obligation moral. Relevant training may be helpful.

6.3. Limitations and future research

Although we have tried to balance strengths and weaknesses through a two-study design, several limitations remain. Despite the above mentioned significant contributions, our research has three key limitations that warrant future research. *First*, our data was collected in a Chinese context, which is a high power distance culture and that may limit the generalizability of our findings to other cultural contexts. As suggested by Hui et al. (2004), a Chinese subordinate's relationship with a direct supervisor takes on paramount importance, which is a critical component of the Chinese hierarchical structure. Future research may test our findings, or examine the relevance of CCB in a cross-cultural context. *Second*, we did not use multi-dimensional measures to assess feeling trusted. This has limited us to examine the topic in a more sophisticated manner. Future work could measure different dimensions of feeling trusted (e.g. reliance and disclose) and provide a more thorough understanding of the interplay among feeling trusted, OBSE and felt obligation in determining subordinates' CCB.

7. Conclusion

In this paper, we draw from social exchange and self-determination theories to explain the mechanism of linking hospitality employees' feeling trusted and compulsory OCB in two service contexts. We

demonstrate that perceived trust has a direct impact on CCB for hospitality employees. Moreover, feeling trusted has an indirect effect on CCB mediated by felt obligation and OBSE respectively. Although the literature on the relationship between hospitality employees' feeling trusted and compulsory OCB is still in its nascent stage, our research, we hope, moves one step forward toward a better understanding of the mechanism through which feeling trusted can affect employees. Also, it provides a fuller picture of the outcomes of feeling trusted for hospitality employees, which can possibly be both positive and negative. How to operate a trust strategy when managing service employees who are under pressure to finish their task-oriented work, may be a challenge to the managers working in service organizations.

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