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Antecedents and Consequences of Frontline Employees' Job Crafting: The Mediating Role of Emotional Exhaustion

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Abstract

Given the crucial role of employee job crafting in the hospitality industry that describes a process by which employees take an active role in commencing modifications to their approach to work or by personalizing the working environment to be more effective and efficient. Thus, the researcher in this study investigates the antecedents and consequences of frontline employees' job crafting. Further, investigating the mediating role of employees' emotional exhaustion in relation to their organizational outcomes. Survey data from 485 frontline employees in five-star hotels affiliated to chains in Egypt was conducted. Actually, by applying partial least squares structured equational model and path estimates using Smart-PLS (version 3), the results indicated that, perceived organizational support positively influences employees' job crafting. Also, job crafting influences strongly and positively employees' organizational outcomes (work engagement and service recovery performance). In addition, emotional exhaustion does not mediate the relationship between job crafting and employees' organizational outcomes. Actually, such findings suggest various implications for hospitality organizations, managers and frontline employees as well. Theoretical and

managerial implications and directions of new future research were addressed in this study.

1. Introduction

In order to perceive the environment of working, it is crucial to make sure that, employee is working in an enjoyable environment. Such environment could be very significant and fruitful for majority of employees if the management support them by giving them the chance to enhance and express their abilities and personalities (Jordan *et al.,* 2017; Karollah *et al.*, 2020). Consequently, such support gives them the opportunity to be creative in improving current working designs or developing new designs in order to help them in expressing their feelings and achieve what they want to do in a proper way.

Hence, employee job crafting based on personalizing working issues in a way that looks appealing for the employees to express their interest in a favorable way (Tims and Bakker, 2010). Actually, there is a significant relationship between employees' job crafting and service recovery performance which indicates the positive impact of personalizing working environment (Hetland et al., 2018; Cheng and O-Yang, 2018). However, the role of management in any hospitality enterprize is to express themselves as such process flows from the subordinate

level to the managerial one clearly (Thomas *et al.* 2020; Karollah *et al.* 2020; Brucker and Sundar, 2020).

According to Menachery (2018), there are many types of employee job crafting that could be task, relational and that last one which is could cognitive crafting. Thus, organizational success comes from applying a significant working strategy that maintains a kind of balance between employee abilities and their working nature (Dash and Vohra, 2019). Such balance between employee abilities and their working nature makes it very easy to conquer competitors and excel them consequently. Thereby, employee job crafting is a strategy that passionate employee to their specific job tasks in order to make it proper and enjoyable for him.

Actually, employee job crafting like any psychological dimension that could be lessened by some negative dimensions like employee emotional exhaustion. Such emotional exhaustion not only decrease or has a negative impact on employee job crafting but also decreases service recovery performance. Some studies indicated that, employee emotional exhaustion is a significant between work pressure and employee burnout (Chen *et al.* 2020). In fact, employee job crafting increases work engagement, service recovery performance and decrease employee emotional exhaustion (Proost *et al.,* 2012; Gordon *et al.,* 2018; Bruning and Campion, 2019; Chen *et al.,* 2020).

With regard to Chen *et al.* (2020), maintaining an increasing interest on job crafting by the organizational management is a crucial step in escalating employees performance and improving their psychological wellbeing as well. Thus, focusing on employee job crafting plays a crucial role in supporting job characteristics that looks appealing for the employee (Tims and Bakker 2010; Rudolph, *et al.,* 2017; Demerouti *et al.,* 2019).

Eventually, concentrating on employee job crafting articulates the organizational potential towards maximizing service recovery performance and work engagement and lessening employee emotional exhaustion (Gordon *et al.,* 2018; Bruning and Campion, 2019). Consequently, this study focuses on investigating the role of job crafting in relation to organizational outcomes. Also, investigating the mediating role of emotional exhaustion.

2. Theoretical Framework and Hypotheses Development

2.1 Perceived Organizational Support

According to Kim *et al* (2018), perceived organizational support represents the influence of hospitality organizations on its' employees' wellness also its care regarding them clearly. Actually, perceived organizational support represents a kind of matching between their own beliefs and organizational culture. In other words, such support plays a

significant role in increasing employee engagement in the workplace (Chen *et al.,* 2009). With regard to Zhang *et al.* (2012) perceived organizational support enforce the bond between the organization and its employees accordingly. Thus, organizational support considered a significant positive factor because of its positive impact on employee psychological feelings and behaviors. Furthermore, organizational support could be a significant moderator between employee job crafting and various organizational outcomes including, service recovery performance and job satisfaction (Chiang and Hsieh, 2012; Tsai *et al.,* 2015). Tsai *et al.,* (2015) believed that, perceived organizational support decreases employee burnout and turnover intention.

Some researchers believed that, according to the conservation of resource theory, employee job crafting plays a crucial role in expressing employee positive energy. With regard to Kim *et al* (2018), such positive energy could be seen in making better interrelationships with others, applying more customer focus, applying customer orientation and knowledge development. Further, according to the conservation of resource theory, such energy, which comes from attaining targets, supports significantly employee job crafting that impact significantly and positively his life wellness and job environment.

Moreover, with regard to some researchers, organizational support lessen employee negative psychological factors

such as emotional dissonance and emotional exhaustion (Li and Zhou, 2012). Consequently, such support increases positive outcomes such as tolerance between employees each other. Thus, soothing all negative consequences by supporting and expressing positive working environment (Yu and Zhang, 2010). Actually, employee could behave in different two ways while interacting with majority of guests.

Such ways include a dichotomy of deep and surface acting. In fact, such ways help him to lessen and decrease the negative impact of guest misbehavior on his emotions. Here, perceived organizational support according to many studies could moderate the relationship between employee emotional exhaustion and perceived outcomes (Wen *et al.,* 2019). This could be seen by decreasing such negative impact significantly. Based on this research thread, the researcher proposes the first hypothesis:

H2: job crafting positively influences employee organizational outcomes.

H2a: Job crafting positively influences employee work engagement.

H2b: Job crafting positively influences employee service recovery performance.

2.3 Emotional Exhaustion

John (2010) defined employees' emotional exhaustion as a type of burnout that employees reached because of the intensive pressure they experienced during service encounter especially in hospitality domain that include by its nature an intensive service encountering. Fisk and Neville (2011) defined emotional exhaustion as the constant and fixed instigator that increase devastating of employees' social and psychological norms which play a vital negative role an increasing the burnout curser (Korczynski and Evans, 2013).

However, several studies indicated the different negative outcomes of employees' emotional exhaustion like positive energy depletion and devastating motivational and psychological efforts (Van-Jaarsveld *et al.,* 2010; Akpinar *et al.,* 2013). Further, intensive interactions cause triggering of negative conditions at work (Wu and Hu, 2009). Actually, gender, age, marital status, personality traits and perceived organizational support could enforce emotional exhaustion (Basim *et al.,* 2013; Pervichko *et al.,* 2013).

However, employees with a positive job crafting express good levels of life satisfaction level, service recovery performance and work engagement and low levels of emotional exhaustion (Stoeber *et al.,* 2013; Haase *et al.,* 2013; Gnilka *et al.,* 2013). Further, emotional exhaustion is negatively related to job crafting and work engagement components (Childs and Stoeber, 2010; Tziner and Tanami,

2013). According to several studies, emotional exhaustion could affect employees' wellbeing, which influences job crafting, service recovery performance and work engagement (Rathi, 2011).

Furthermore, emotional exhaustion could lead to some expected negative outcomes such as suicide, shame, failure and burnout (Besharat and Shahidi, 2010; Tashman *et al.,* 2010; Philp *et al.,* 2012). Consequently, enriching our conscious about the relationship between job crafting and emotional exhaustion could lead us to some interesting outcomes. These outcomes could be concerned with decreasing distress, increasing the feeling of joy, high levels of job satisfaction, service recovery performance and work engagement (Geranmayepour and Besharat, 2010; Butt, 2010; Cumming and Duda, 2012; Black and Reynolds, 2013; Kung and Chan, 2014). Based on this research thread, the researcher proposes the third hypothesis:

H3: Emotional exhaustion negatively mediates the relationship between job crafting and organizational outcomes.

H3a: Emotional exhaustion negatively mediates the relationship between job crafting and work engagement.

H3b: Emotional exhaustion negatively mediates the relationship between job crafting and service recovery performance.

2.4 Organizational Outcomes

Karatepe (2009) believed that, experiencing dysfunctional or disruptive behavior had the strongest impact on employees' who had direct contact with guest like frontline employees especially in hospitality domain. Moreover, disruptive behavior could lead to emotional dissonance and could be extended to make them emotionally exhausted as a consequence (Namie and Namie, 2009). Actually, emotional exhaustion was a critical negative outcome that impact employees' job satisfaction, motivation, service recovery performance, turnover intention and burnout (Cho *et al.*, 2016).

Karatepe *et al.* (2008) stated that, employees were fragile resources that influenced by psychological support accordingly; they needed a special care from managerial side that could impact their outcomes significantly. Yavas *et al.* (2008) indicated that, frontline employees need critical support as they were the most line that faced positive energy depletion. With regard to Karatepe *et al.* (2009); hospitality domain was a very fast growing sector that had a fragile nature because it was a service oriented domain.

Thus, studying the consequences and outcomes of guest dysfunctional or disruptive behavior was a crucial step towards achieving a total success in any hospitality enterprise (Kraimer *et al.,* 2014). Moreover, studying such consequences could enhance service delivery performance especially in the current competitive times where majority of hospitality organizations strive and fight to prove its existence (Kashif *et al.,* 2015; Navas and Vijayakumar, 2018).

2.4.1 Work Engagement

There are many definitions for work engagement that represents a positive working traits which comes from the healthy positive working environment that energize the employee's initial energy towards expressing himself in the place of work (Ampofo, 2020). In addition, work engagement means to indulge the employee within the working environment in a positive way that express his personality to help him in achieving his targets. Thereby, it has based upon employee's passion and fruitful engagement within the working environment that passionate his feelings towards achieving all needed targets.

However, the significant positive impact on job crafting, recovery performance and employee's job satisfaction level is indicated in many studies. Further, the negative impact upon negatives outcomes such as emotional dissonance, exhaustion, burnout and eventually turnover intension is proven by several studies (Karatepe, 2013; Lee and Ok, 2016; Karatepe *et al.,* 2020). Actually, some studies indicates that, employee job crafting plays a crucial role in increasing employee working engagement and loyalty. Moreover, emotional exhaustion and turnover intention lessen work engagement significantly (Bakker and Demerouti, 2008; Zhang *et al.,* 2019).

2.4.2 Service Recovery Performance

Grönroos (2011) defined service recovery performance, as the ability of employees to deliver service quality to avoid failure expected. Echeverri *et al.* (2012) indicated that, service recovery performance could be defined, as double edged weapon that could co-create or co-destruct service value with regard to effective wise management and decision makers as well. According to Grönroos and Voima (2013), service recovery performance is a three parts gathered (employees, guests and management) to deliver the service quality with the desired favored value. Karatepe and Vatankhah (2015) mentioned that, service recovery performance referred to the actions and policies executed by employee to resolve a service failure.

According to Choi *et al.* (2014), service recovery performance was effective actions that were displayed by service providers to avoid service failure in order to win its guest for next coming times to maintain a sustainable relationship with them and keep their brand loyalty. Kashif and Zarkada (2015) referred to service recovery performance, as the positive implementation of service delivery with the expected quality in case of critical situations happened. Accordingly, such effective service recovery performance could resulted in many positive and favored outcomes like, positive word-of-mouth and achieving a good margin of profits by increasing sales due to guest satisfaction of service value delivered.

Fisk and Neville (2011) stated that, good service recovery performance reflexed the spirit of teamwork between different organizational parties that indicated the orchestration with each other. Moreover, excellent service recovery performance could line ideal positive expectations of the guests about the organization overall image. With regard to Cho *et al.* (2016), some basic factors represented the key measures of good service recovery performance. Actually, these key measures of good service recovery could be emotional, psychological and physical measures. Choi *et al.* (2014) believed that, one of the worst co-destructors of service recovery performance was employees' emotional exhaustion. Accordingly, special

care needed to be taken when dealing with employees' negative emotions.

According to Yagil (2017), service providers and decision makers needed to perceive that, achieving perfections is impossible because it was in contrary with human nature. There were another cause was that evaluation of the guests was a subjective attribute not objective this mean that it was impossible to satisfy all the guests all the time with the same quality of service. Moreover, some guests' decisions might be affected by other guests' behaviors, which harden the possibility of achieving perfection of service recovery performance as a consequence (Nicholls, 2011).

Figure 1: The Research Conceptual Model
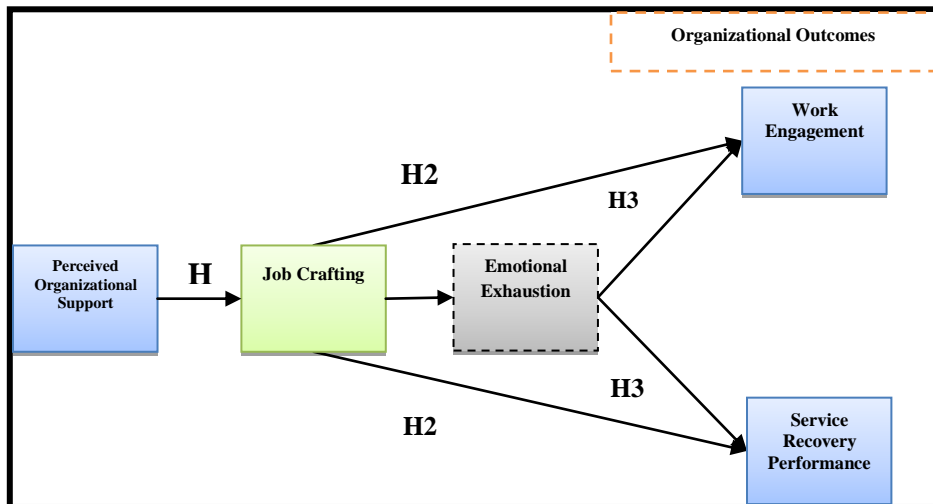
3. Methods

3.1 Measures

Actually, employee job crafting measured via fifteen items from Slemp and Vella-Brodrick, (2013), to measure the extent to which employees engage in job crafting. Four items from Eisenberger *et al.* (1997), used to operationalize perceived organizational support. Further, emotional exhaustion measured using five items from Boshoff and Allen (2000). Moreover, work engagement measured using six items from Schaufeli et al. (2006). While, service recovery performance measured using five items from Poddar and Madupalli (2012). Actually, responses to the items rated on five-point scales ranging from (1 strongly disagree) to (5 strongly agree).

3.2 Sampling Technique

The sampling technique was based on two stages: the first stage employed stratified random sampling technique to select the hotels from the following five areas (Cairo, North West Cost, Canal Zone and Sinai, Red Sea and Upper Egypt). The second stage employed the simple random sampling technique where relatively small samples of respondents are randomly selected, and the results of this sample are generalized to a large population (McKenzie and Danforth, 2009).

Thus, stratified random sampling gives higher precision with the same size, or alternatively the same precision with a smaller sample. It also guarantees that, every element in the defined population has a known, independent and equal chance of being selected as a subject and the selection of one element does not affect the selection of another element. Moreover, stratified random sampling can give separate results for each stratum. It may also simplify data collection.

Accordingly, the ideas of Saunders *et al.* (2016) were taken into consideration where it was explained that stratified random sampling technique is a modification of random sampling in which the population is divided into two or more relevant and significant strata based on one or a number of attributes. Therefore, it is most likely that the distribution patterns of the characteristics investigated in the population are also similarly distributed in the subjects drawn for the sample. This sampling design and strategy have the least bias and offer the most generalizability (Bryman, 2004).

3.3 Sampling Selection

The total population of the survey includes frontline employees at five-star hotels attributed to chains in Egypt. However, about 30% of all five-star hotels in Egypt from tourist destinations (Cairo, North West Cost, Canal Zone

and Sinai, Red Sea and Upper Egypt), by using the thirty seven edition of the Egyptian Hotel Guide (EHA, 2018/2019). Thus, the total number of hotels is 154 and selecting 30% from the total number of hotels means 46 hotels were used. Therefore, the researcher decided to choose these cities as the population of the study. It should be noted that the researcher was keen on selecting a random sample from all five-star hotels in Egypt. However, the researcher saw that surveying five-star hotels in these tourist destinations fit the aims of this study and provides a holistic view that leads to a more complete understanding of the situation of five-star hotels in Egypt.

In addition, the researcher considered the city of Sharm el-Sheikh as a representative sample of the cities (Taba and Dahab), the city of Hurghada as a representative sample of the cities (Safaga, El Guana, Marsa Alam and Qusier), the city of Alexandria as a representative sample of the cities of (Marsa Matrouh and Al Alamin) and the city of Cairo as a representative to the cities of (El Arish, El fayoum and Port said). Then, the researcher distributed the questionnaires through participating with key persons such as (receptionists – tour leaders – front office managers – other staff in each hotel). Actually, because of the geographical dimension of these cities and the Covid 19 pandemic concerns, the researcher created an electronic copy of the survey to tackle this issue, to increase the response rate

significantly and to make it easy while making follow up with these specified hotels.

3.4. Data Analysis and Procedure

The questionnaire of the research considered as self-administrated questionnaire. This type of questionnaire is usually presented to interviewees by the interviewer or by someone in an official position. The purpose of the inquiry was explained and then the respondent was left alone to complete the questionnaire, which was picked up later. The final questionnaire form was distributed in November 2020 till April 2021. However, employees who agreed to participate in the study were asked to fill out questionnaire in their free times and return it again to the researcher or to the human resources office after completing it. All the 46 hotels that were interested in the study scheduled a meeting with the researcher.

Every hotel took hard copies of the questionnaire in order to distribute them. Some hotels find it hard to have a personal contact with the researcher Covid 19 pandemic precautions, so the researcher created an electronic copy of the survey to make easy for them. However, returned questionnaires were given a unique number and answers were inserted in an SPSS database (V26) by the researcher. In addition, Hypotheses were tested via structural equation modelling using Smart PLS statistical program (V 3). With regard to Hair et al. (2019), Smart PLS-SEM statistical program considered a good choice, "*when the research objective is to better understand increasing complexity by exploring theoretical extensions of established theories*".

The researcher used a principal component analysis in order to scrutinize the Common Method Bias (CMB). According to the principal component analysis five distinct factors explaining 72.34% of the variance, with the largest factor accounting for only 22.83% of the variance. Consequently, with regard to Podsakoff *et al.* (2003) the Common Method Bias is not a critical issue with this data. Furthermore, the researcher examined the Variance Inflation Factors (VIF) for examining the multicollinearity. Kock (2015) believed that, the Variance Inflation Factors (VIF) that is above 3.3. Cut-off is a sign of multicollinearity and an indication of the Common Method Bias as well. In this study, the inner Variance Inflation Factors values were all below the 3.3 threshold, which indicates the absence of multicollinearity and provides additional evidence for the absence of the Common Method Bias.

Actually, all items had kurtosis below 0.3 and skewness below −0.3, which matches normality criteria (Kline, 2011). Thus, the skewness and kurtosis statistics showed acceptable values for all of the survey items. Further, the analysis conducted by seeking the two recommended steps of structural equation modelling, starting with measurement model assessment, then structural model assessment and eventually, hypotheses testing (Hair et al., 2013, 2019).

4. Results

4.1. Sample Characteristics

Participants in this study include both males and females; males represent (75.3.7%) of respondents, while females represent (24.7%), majority of employees (54.6%) are in the category ranging from 25 to less than 40 years old, and followed by that ranging from 18 to less than 25 years old (32%). Mainstream of them have college education degree with a percentage of (64.9%) as presented in table (1).

With regard to organizational tenure, the highest percentage of employee's represents (43.3%) worked less than one year. Followed by (40.2%) who worked from one year to less than 5 years. Actually, these high percentages of employees who worked for a few years could be interpreted as a reason of high turnover percentage. Also, years of experience in the career was different among employees; the majority (38.1%) had experience between one year to less than five years, while (35.1%) had experience between five years to less than ten years and only (2.1%) had experience over fifteen years. Further, with regard to marital status, the highest percentage of them were single (49.5%) while (40.2%) were married.

Table 1: Respondents' Profile

Characteristics	*N=*	*%*
Gender		
Male	365	75.3
Female	120	24.7
Age		
18- less than 25	155	32.0
25- less than 40	265	54.6
40-50	55	11.3
Over 50	10	2.1
Educational Level		
College	315	64.9
Professional	115	23.7
Post graduate	55	11.3
Organizational Tenure		
Less than 1 year	210	43.3
1- less than 5 years	195	40.2
5- less than 10 years	75	15.5
10-15 years	5	1.0
Career Experience		
Less than 1 year	95	19.6
1- less than 5 years	185	38.1
5- less than 10 years	170	35.1
10-15 years	25	5.2
over 15 years	10	2.1
Marital Status		
Single	240	49.5
Married	195	40.2
Divorced/Separated	30	6.2
Widowed	20	4.1

Source: *The Researcher Based on Field Survey Data Analysis*

4.2 Confirmatory Factor Analysis of the Measurement Model

According to Liu et al. (2020), the confirmatory factor analysis is a tool, which used to assess the psychometric characteristics of the specified items in each dimension in the research. With regard to Jung and Yoon (2020), the confirmatory factor analysis is a type of statistical and arithmetical analysis that enables the researchers to evaluate the validity of the measured items. Thus, in order to assess the validity of the measured items, the researcher first demonstrated a confirmatory factor analysis on the following dimensions: POS (perceived organizational support), JC (job crafting), EE (emotional exhaustion), SRP (service recovery performance), and WE (work engagement) as shown in figure (2).

Figure 2: The Measurement Model
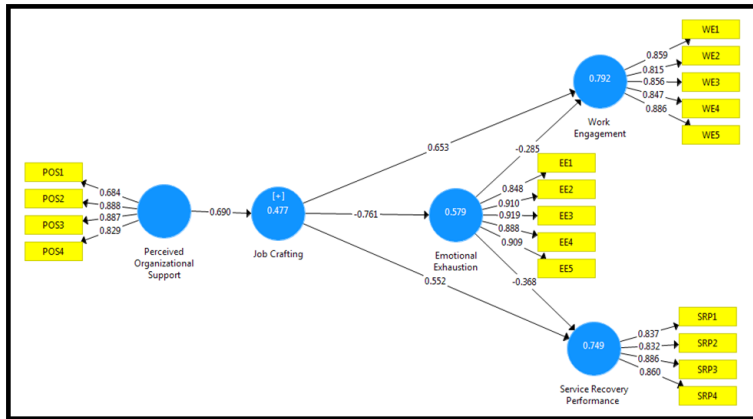
Actually, the measurement model assessment entails several indices that were examined namely, factor loadings or standardized estimates per each item, composite reliability (CR), Cronbach alpha (α), average variance extracted (AVE) and heterotrait-monotrait (HTMT). As table (2) shows, all standardized estimates exceed the cut off value of 0.6 (Chin *et al.,* 2008). Thus, factor loadings of the retained items ranged from 0.684 to 0.910 and each loading was significant at the 1% level (p < .001). As indication of internal reliability, the composite reliability values of all dimensions overdo the suggested 0.6 cut off value (Bagozzi & Yi, 1988). Additionally, convergent validity for each dimension was apprehended as evidenced by AVE values above the cut off value of 0.50, which indicates according to Hair *et al.,* (2019) that, the dimension explains at least fifty percent of the variance of its items.

Table 2: Results of
Confirmatory Factor Analysis

Dimensions	Loadings	Cronbach α	CR	AVE
Employee Job				
JC1				
JC2				
JC3				
JC4				
JC5		0.930	0.941	0.641
JC6				
JC7				
JC8				
JC9				
Work Engagement				
WE1				
WE2				
WE3		0.906	0.930	0.728
WE4				
WE5				
Organizational				
POS1				
POS2				
POS3		0.844	0.895	0.638
POS4				
Emotional Exhaustion				
EE1				
EE2				
EE3		0.938	0.953	0.802
EE4				
EE5				

Recovery Performance				
SRP1				
SRP2		0.876	0.915	0.729
SRP3				
SRP4				

According to Malhotra and Dash (2011), average variance extracted is considered more conservative measure than composite reliability. The result of the average variance extracted value was found to be much greater than (MSV) the maximum shared variance (0.828), therefore, the discriminant validity was verified as shown in table (2) and accordingly validity was obtained. Regarding composite reliability alone, it could be determined that, the convergent validity of the construct is acceptable. As well, discriminant validity was examined in two ways. The square root of average variance extracted for each construct was compared with inter-construct correlations as suggested by Fornell and Larcker (1981). Actually, table (3) indicates that, the square root of the average variance extracted for each dimension was greater than its correlation with any other dimension.

Table 3: Discriminant validity Fornell–Larcker Criterion

	EE	JC	POS	SRP	WE
EE	0.895				
JC	-0.761	0.801			
POS	-0.869	0.690	0.826		
SRP	-0.788	0.732	0.676	0.854	
WE	-0.782	0.670	0.734	0.771	0.853

Note: Bold values are the square root of AVE.

Further, table (4) displays the HTMT ratio, which affords further support for discriminant validity, where the upper bound of the 95% confidence interval of HTMT was lower than 0.85 (Henseler *et al.,* 2015; Hair *et al.,* 2019).

Table 4: Heterotrait–Monotrait Ratio (HTMT)

	EE	*JC*	*POS*	*SRP*	*WE*
EE					
JC	0.813				
POS	0.821	0.763			
SRP	0.819	0.718	0.581		
WE	0.808	0.645	0.628	0.775	

Note: Shaded boxes are the standard reporting format for the HTMT procedure.

However, the result of the modification indices verified as shown in table (5). This study also utilizes some criterias to ascertain the overall model fit: The standardized root mean squared residual normed fit index (SRMR) equal or lower than 0.08, (NFI) higher than 0.90, root mean square theta (RMS$_{Theta}$) lower than 0.12 (Hu and Bentler, 1999). Therefore, the measurement model considered adequate to precede with hypotheses tests using, Partial Least Squares-Structural Equation Modelling (PLS-SEM), with Smart PLS (version 3) software.

Table 5: The structured Model Criteria

| Research Constructs	R^2	R^2 Adjusted	Q^2	SRMR	NFI	RMS_{Theta}
Perceived Organizational Support						
Job Crafting	0.477***	0.471	0.302			
Emotional Exhaustion	0.579***	0.574	0.460	0.054	0.971	0.11
Work Engagement	0.792***	0.788	0.562			
Service Recovery Performance	0.749***	0.743	0.533			

***$p < .001$, R^2= the coefficient of determination, Q^2= Predictive relevance, SRMR= standardized root mean squared residual, NFI= normed fir index

4.3 Structural Model and Hypotheses Testing

Meanwhile, the research measurement model met all the requirements; it comes to the next stage of assessing the structural model. Actually, the researcher examined the structured model by using several criteria, including the statistical significance of path coefficients, the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), NFI (normed fit index), and the standardized root mean squared residual (SRMR) as a measure of overall model fit (Hair *et al.,* 2019; Benitez *et al.,* 2020), as shown in table (5).

Firstly, the researcher examined the path coefficients of the research constructs. Regarding the first hypothesis, the results indicates that, perceived organizational support positively influences employees' job crafting ($\beta = 0.690$, $t = 11.808$, $p < .001$). As shown in figure (3), regarding the path coefficient histogram of the perceived organizational support on job crafting.

Figure 3: The First Hypothesis Path Coefficient Histogram
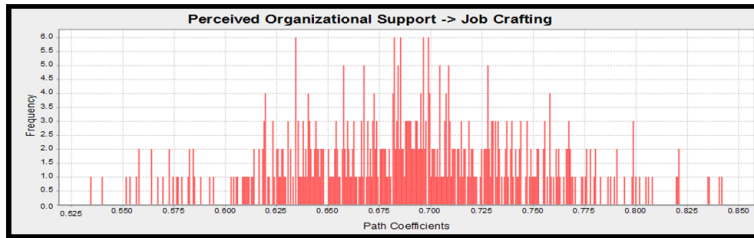
Further, the second hypothesis cleared that, job crafting significantly and positively influences work engagement ($\beta = 0.653$, $t = 6.456$, $p < .001$) and service recovery performance ($\beta = 0.552$, $t = 6.837$, $p < .001$). As shown in figure (4), regarding the path coefficient histogram of job crafting on work engagement. Also, as shown in figure (5), regarding the path coefficient histogram of job crafting on service recovery performance.

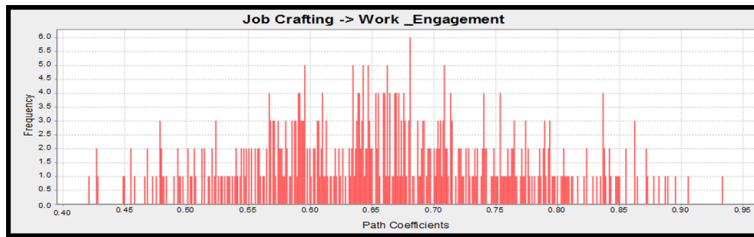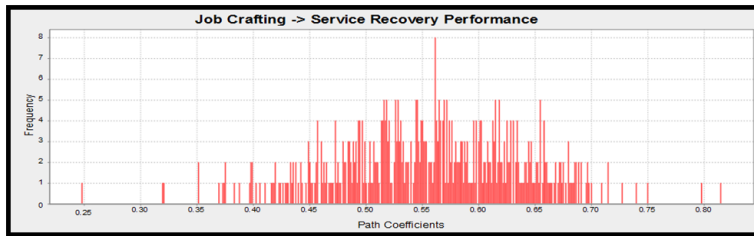Figure 4: The second Hypothesis (H2a) Path Coefficient Histogram

Figure 4: The second Hypothesis (H2b) Path Coefficient Histogram

Actually, the results reject the third hypothesis as it indicates that, employees' emotional exhaustions does not mediates the relationship between job crating and work engagement ($\beta = 0.217$, $t = 2.567$, $p > .001$) further, does not mediates the relationship between job crating and

service recovery performance ($\beta = 0.280$, $t = 4.579$, $p > .001$) as shown in table (4).

Table 4: Structural Model Evaluation and Hypotheses Testing Results

	Hypothesize Path Analysis	β	t Value	p Value	Decision
H1	*Perceived Organizational Support → Job Crafting*	0.690	11.808	0.000	*Supported*
H2a	*Job Crafting → Work Engagement*	0.653	6.456	0.010	*Supported*
H2b	*Job Crafting → Service Recovery Performance*	0.552	6.837	0.000	*Supported*

H3a	*Job Crafting → Emotional Exhaustion → Work Engagement*	-0.217	-2.567	0.231	*Rejected*
H3b	*Job Crafting → Emotional Exhaustion → Recovery Performance*	-0.280	-4.579	0.732	*Rejected*

Secondly, Table (5) shows the statistical test by using the structural equational model test. Regarding the R^2 of the endogenous variable (Job crafting), the findings

supports the acceptance of the first hypothesis as it zrecorded that, around 69% of the variance in (employee job crafting) was explained by the independent variable or the exogenous predictor (perceived organizational support). Thus, the observed variability (perceived organizational support) influenced positively employee job crafting. In other words, the changes of 1 unit in the (perceived organizational support) will cause a change of 0.690 units in the employee job crafting. Hence, **H1 was supported**.

Furthermore, Regarding the R^2 of the endogenous variable (work engagement), the findings supports the acceptance of this hypothesis as it recorded that, around 65.3% of the variance in (work engagement) was explained by the independent variable or the exogenous predictor (job crafting). Thus, the observed variability (job crafting) influenced positively employee work engagement. In other words, the changes of 1 unit in the

(job crafting) will cause a change of 0.653 units in the employee work engagement. Hence, **H2a was supported**.

Also, around 55.2% of the variance in (service recovery performance) was explained by the independent variable or the exogenous predictor (job crafting). Thus, the observed variability (job crafting) influenced positively service recovery performance. In other words, the changes of 1 unit in the (job crafting) will cause a change of 0.653 units in the employee service recovery performance. Hence, **H2b was supported**.

Figure 3: Structural Model Evaluation and Hypotheses Testing Results
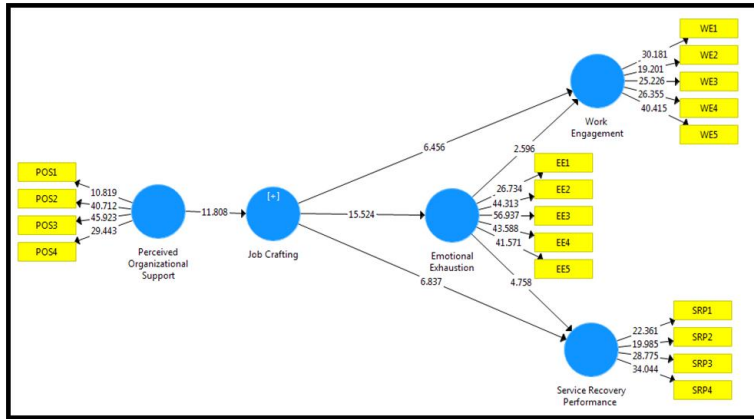
Third, effect size (f^2) is a measure of the magnitude of an effect that is independent of sample size (Benitez et al., 2020). According to Cohen (1988), values higher than 0.02, 0.15 and 0.35 represent small, medium and large effect sizes, respectively. The effect size values for most values more than 0.35, thus the effect sizes had large powers. As for predictive relevance (Q^2), values higher than 0.25 and 0.50 represent small, medium and large predictive relevance, respectively, of the PLS-path model (Hair *et al.,* 2019). Results in Table 5 show that all Q^2 values were larger than zero (ranged from 0.30 to 0.35) for each endogenous variable, which reflects the predictive accuracy of the model.

Table 5: Study Variables Effect Size Matrix

f^2	Emotional Exhaustion	Job Crafting	Organizational Support	Recovery Performance	Work Engagement
Emotional Exhaustion				0.227	0.165
Job Crafting	1.373			0.511	0.865

		0.910			
Organizational Support		0.910			
Recovery Performance					
Work Engagement					

Note: Shaded boxes are the standard reporting format for the HTMT procedure.

4.4 Mediation Analysis of Emotional Exhaustion

This study hypothesized that employee emotional exhaustion plays a mediating role between job crafting and employee's outcomes (work engagement and service recovery performance). Further, the third hypothesis was tested using moderation effect analyses. Actually, the researcher used the Process Macro statistical analysis for SPSS in order to estimate the equations presented earlier and obtain bias-corrected bootstrapped confidence interval (Hayes, 2012). The statistical analysis of Process Macro product runs each independent variable separately, with additional independent variables run as covariates. The model set job crafting as the independent variable (X), emotional exhaustion as the mediator (M), and work engagement and service recovery performance as the outcomes (Y).

To verify the mediating role of job emotional exhaustion, the researcher conducted a mediation analysis. A bootstrapping approach was adopted to test the significance of indirect effects (Preacher and Hayes, 2004) through Smart PLS, which produces bootstrapped bias-corrected confidence intervals (CIs) for the indirect effects. Actually

using of bootstrapping method considered useful when examining the indirect effects in mediation models (Shrout and Bolger, 2002). According to MacKinnon et al. (2002), bootstrapping is more appropriate and more powerful than the Sobel (1982) test because bootstrapping does not assume the data set is normally distributed. This approach is also regarded as a more formal test for examining the hypothesized mediating or indirect effects (Preacher and Hayes, 2004).

The significance of the indirect path (ab) was evaluated from 5000 bootstrap samples; a bias-corrected and accelerated confidence intervals were created for significance tests. For the 95% confidence intervals, the limits must both be positive or negative to prove that the bootstrapped confidence intervals for ab did not include zero, which means that, both the upper and lower limits must be in the positive or negative region. The bias-corrected 95% confidence interval is shown in Table 3. Actually, this confidence interval (-0.15, 0.36), assumed to be more accurate as it includes zero value. Thus, the researcher can conclude that, the indirect effect is statistically non-significant at the 0.05 level, and H3a is rejected: emotional exhaustion does not mediates the relationship between job crafting and work engagement as shown in Table 7.

Table 7: Bootstrap Methods to Test Significance of Emotional Exhaustion Mediation Effects between Job Crafting and Work Engagement

	Point	Bootstrap 5000 Times

	Estimate	Bias Corrected		
		Lower	Upper	P
Indirect Effect	0.25	-0.15	0.36	0.231
Direct Effect	0.82	0.73	0.90	0.000
Total Effect	1.07	1.01	1.13	0.000

Moreover, the bias-corrected 95% confidence interval is shown in Table 8. Actually, this confidence interval (-0.27, 0.41), assumed to be more accurate as it includes zero value. Thus, the researcher can conclude that, the indirect effect is statistically non-significant at the 0.05 level, and H3b is rejected: emotional exhaustion does not mediates the relationship between job crafting and service recovery performance as shown in Table 8.

Table 8: Bootstrap Methods to Test Significance of Emotional Exhaustion Mediation Effects between Job Crafting and Service Recovery Performance

	Point Estimate	Bootstrap 5000 Times		
		Bias Corrected		
		Lower	Upper	P
Indirect Effect	0.34	-0.27	0.41	0.732
Direct Effect	0.66	0.57	0.75	0.000
Total Effect	0.99	0.94	1.06	0.000

5. Discussion and Implications

This study examined the antecedents and consequences of frontline employees' job crafting. Further, investigating the mediating role of employees' emotional exhaustion in relation to their organizational outcomes. Drawing upon previous literature, employees' emotional exhaustion was identified as a potential mediator but in this study, it did not mediate the relationship between job crafting and employees' outcomes. Such interesting result could be a reason of this significant positive impact of emotional organizational support that maximize employee crafting his job. Moreover, devastating the negative impact of emotional exhaustion to the extent that vanishes its' mediating role between job crafting and employees' outcomes.

5.1 Theoretical Implications

This study contributes to the job crafting existing literature regarding the hospitality domain by focusing on five stars hotels in main Egyptian destinations. Further, this study includes employee emotional exhaustion mediating role between job crafting and organizational outcomes (work engagement and service recovery performance). Although a significant number of studies proposed the negative mediating role of employee emotional exhaustion on the organizational outcomes, but this study looks inconsistent

with them. Actually the current study indicates that, there is a non-significant mediating role of emotional exhaustion. This results could be a reason of the strong impact of the perceived organizational support. Such strong impact of perceived organizational support increases job crafting significantly which lessen emotional exhaustion negative impact on the organizational outcomes to the extent which vanishes such negative influence.

However, these results are consistent with the following researchers who believed that, employees with a positive job crafting express good levels of life satisfaction level, service recovery performance and work engagement and low levels of emotional exhaustion (Stoeber *et al.,* 2013; Haase *et al.,* 2013; Gnilka *et al.,* 2013). But inconsistent with the following researchers who believed that, emotional exhaustion is negatively related to job crafting and work engagement components (Childs and Stoeber, 2010; Tziner and Tanami, 2013). According to several studies, emotional exhaustion could affect employees' wellbeing, which influences job crafting, service recovery performance and work engagement (Rathi, 2011).

Consequently, enriching our conscious about the relationship between job crafting and emotional exhaustion could lead us to some interesting outcomes. These outcomes could be concerned with decreasing distress, increasing the feeling of joy, high levels of job satisfaction, service recovery performance and work engagement

(Geranmayepour and Besharat, 2010; Butt, 2010; Cumming and Duda, 2012; Black and Reynolds, 2013; Kung and Chan, 2014). Actually this study uncovering the job crafting in the link between perceived organizational support as an antecedent and organizational outcomes as predicted consequences (work engagement and service recovery performance). Thus, this study considered as a turnpike in detecting how job crafting influences employee work engagement also service recovery performance. Eventually, the current study increments previous research that has explored a direct relationship between job crafting and emotional exhaustion.

5.2 Practical Implications

This study expresses several practical implications. As management should give employees the opportunity in order to shape their working conditions within working environment. Such opportunity gives them a fruitful contribution to the organizational. Sometimes it looks sophisticated to enhance an optimal environment for each individual employee. Accordingly, organizations should support the employee to adjust his working conditions according to his own decision as this may influence his subsequent working behavior. Such support could be expressed in many programs, which are designed to enhance employee personal resources. As one of the personal resources, perceived organizational support can influence the way employees perceive job characteristics and help them overcome troubles at work.

Based on study results, the hotel management should consider applying function-level human resource management strategies that offer service employees greater job independence and discretion. Further, they should safeguard that work conditions stimulate a supportive work environment that is subtle to employee preferences for planning and task scheduling. Moreover, on-the-job training should support hotel employees to gain job resources and become more fit in completing new or changing tasks. Training programs could be offered that encourage job crafting behaviors, and thus enhance job satisfaction. thus, facing the reality of high levels of role stress for many service workers, hotel managers should recognize job crafting as a coping strategy and tool that can decrease employees' emotional exhaustion. Further, hotel managers should consider providing organizational support to employees. This could take the role of giving more feedback and care at work, for example, and/or providing employees with supervisor coaching and encouragement. With the goal of assisting employees in crafting their jobs and facilitating sufficient opportunities for professional development at work, such activities will enable employees to gain additional resources and reduce job burnout.

This study provides useful implications for managers in the hotel industry. It found that employees' job crafting has positive consequences to a company by improving employees' job satisfaction. This indicates that employees' job satisfaction can be enhanced by their own efforts in crafting their jobs. Therefore, companies need to actively seek ways of promoting employees' job crafting behavior.

This study found that employees' perceived organizational support generates their job crafting behaviors at work. Managers should focus on effective communication with their employees to encourage employees' job crafting. Managers need to show how much the company cares about the values, needs and well-being of their employees. Customizing benefits to fit employees' needs can be a way to increase employees' positive perceptions of support from the company. Moreover, sharing stories about colleagues who received advantageous support from the company can prompt employees' positive evaluations of their workplace. Actually, managers need to encourage employees to initiate changes in their tasks by providing training programs focused on building skills, knowledge and creativity. Moreover, managers need to carefully observe their employees' crafting behaviors and identify any possible obstacles and constraints to changing the restrictions of the relationships and cognition of employees' jobs.

5.3 Limitations and Future Research Directions

This study has some limitations. First, the researcher measured frontline employees' job crafting, emotional exhaustion, work engagement, service recovery performance and perceived organizational support with a self-report approach that may have incurred response bias. Second, the study design was cross-sectional, limiting claims of cause-effect relationships. Longitudinal research would be required to test the causal relationships in this study. Third, this research focuses only on the frontline service employees in hotels; the results may have limited applicability to other industries. Thus, the researcher

recommend that future research explore these topics in other parts of the tourism industry, such as airlines or tour operations.

Finally, numerous studies have previously explored the relationship between job crafting and other important variables within the Job demands and job resources model. Job demands and job resources are two important variables within the model that are not examined in the current research. Future scholars can further explore such relationships by expanding this work and considering related variables that may influence outcomes or even be specific to some service sectors. Actually, it would be helpful to conduct an interview and/or field observations to gain a more comprehensive understanding of employees' job crafting behaviors in the hospitality industry. Future research, for example, can address the barriers and constraints limiting frontline employees from engaging in job crafting behaviors. The use of a qualitative approach would be meaningful for further theory development in the job crafting literature.

6. Conclusion

This study provides an attempt to study job crafting embedded into a conceptual framework to test the antecedents and consequences of frontline employees' job crafting. Drawing on job crafting and organizational outcomes, the researcher proposed and tested a conceptual model linking the perceived organizational support to job crafting. Job crafting, however, was not good in all circumstances, whereas job crafting was a protective factor

from the occurrence of emotional exhaustion and positively associated with service recovery performance and work engagement, in contrast increased burnout and reduced job satisfaction. Still, studying job crafting as positive and proactive reaction to organizational change provides an important step to increase our understanding of the various responses of change transceivers during organizational change and lays the basis for implications for practitioners planning and implementing organizational change.

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