
DOES ORGANIZATIONAL VIRTUOUSNESS INFLUENCE JOB CRAFTING? MEDIATING EFFECTS ON ORGANIZATIONAL IDENTIFICATION AND WELL-BEING IN HOSPITALITY SECTOR OF INDIA

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Abstract

The purpose of this study is to explore how organizational virtuousness (OV) influences job crafting (JC) behaviors in the hospitality sector, focusing on the mediating roles of subjective well-being (SWB) and organizational identification (OI). Grounded in social exchange theory, the study examines how virtuous practices such as integrity, trust, and compassion foster proactive

role-shaping behaviors and enhance employee well-being. Data was collected in three waves from 414 hotel employees in India was analyzed using a parallel multiple mediation model with Hayes PROCESS-Macro. Findings reveal that OV positively impacts JC through improved SWB and strengthened OI, enabling employees to align their roles with organizational goals. This research is novel in emphasizing OV as an antecedent of JC, particularly in the underexplored context of the hospitality sector, highlighting the psychological mechanisms involved. Practical implications include fostering virtuous practices to enhance workplace culture, employee engagement, and organizational performance.

Keywords: *Organizational Identification, Job Crafting, Organizational Virtuousness, Subjective Well-Being, Hotel Employees*

Introduction

Amid rapid globalization, technological advancements, and shifting workforce demographics (Lima & Amorim, 2024), organizations are facing unprecedented competitive pressures to adapt and evolve to meet market demands (Chaubey & Sahoo, 2021; Sinha et al., 2020). Advancements in technology, COVID-19 impact, and workforce shift are swiftly transforming the hospitality sector (Kumar & Malik, 2017; Gupta, 2022; Srivastava et al., 2023). As these environmental changes continue, work has shifted from focusing on monetary benefits to emphasizing self-expression and personal fulfillment (Peng, 2018). This change demands employees adopt a more proactive approach to their roles, as proactive behavior has enhanced motivation and productivity (Zhang & Parker, 2019). In response, job crafting (JC) has gained attention as a critical behavior that allows employees to shape their work assignments, making them more meaningful and aligned with personal goals (Wang et al., 2022).

JC refers to how individuals modify their work tasks, relationships, and perceptions to create more positive and fulfilling work experiences (Queiroga et al., 2023). These changes can include adjusting task boundaries, rethinking job responsibilities, and altering workplace relationships. Additionally, job crafters often revise the cognitive boundaries of their tasks, seeing their work in a new light that enhances its relevance (Harju et al., 2021). Employees may also adjust their relational boundaries, such as how they interact with colleagues and how they engage with them (Rofcanin et al., 2019).

While much research has focused on individual factors influencing

JC (Rudolph et al., 2017), organizational factors, such as perceptions of organizational virtuousness (OV), have received less attention. OV, characterized by virtues such as compassion, trust, integrity, and optimism, can foster a supportive and positive work environment that encourages employees to engage in JC (Cameron et al., 2004). Employees perceiving higher OV report better subjective well-being (SWB). Employees who perceive virtuousness in their organization may feel a sense of gratitude and organizational identification (OI), motivating them to reciprocate by modifying their work to align better with their strengths and interests (Afsar & Umrani, 2019; Naeem et al., 2021).

Employees who experience positive emotions and a sense of belonging due to virtuous organizational practices are more likely to engage in JC, finding ways to make their work more meaningful and satisfying (Rego et al., 2011). By examining these organizational factors, this study contributes to understanding how workplace culture can shape proactive employee behaviors and enhance individual and organizational outcomes. Hence, we propose the research question for this study:

RQ1: What is the relationship between employees' perceptions of OV and their JC behaviors in hotel employees?

RQ2: How do SWB and OI mediate the relationship between OV and JC behaviors in hotel employees?

This study expands Social Exchange Theory (SET) by shifting focus from individual-level factors, like motivation, to organizational-level factors, specifically OV. It demonstrates how OV fosters job crafting through enhanced well-being and OI, emphasizing organizational culture's role. Specifically, it explores how employees' perceptions of OV, such as integrity, trust, and compassion, foster a reciprocal relationship where employees feel compelled to engage in JC to reciprocate their positive treatment. As the OV scale integrates dimensions like integrity, trust, compassion, and forgiveness through validated items, ensuring these factors are operationalized, supporting their link to job crafting behaviors. Employees are motivated to proactively adjust their tasks, roles, and relationships by improving their well-being and strengthening their identification with the hospitality organizations (Srivastava & Srivastava, 2018). This research contributes valuable insights into how organizational culture—through the lens of SET—can shape proactive employee behaviors, offering a deeper understanding of the reciprocal dynamics that drive both individual and organizational success.

Theoretical Framework and Development of Hypotheses

Cameron et al. (2004) defined OV through five key virtues: forgiveness, optimism, trust, compassion, and integrity. These virtues are linked to positive outcomes such as well-being and performance (Meyer, 2018). According to Social Exchange Theory (SET), when employees perceive their organization as transparent, ethical, and compassionate, they feel a sense of gratitude and reciprocate by engaging in proactive behaviors like JC (Li et al., 2020). Employees with a high perception of OV are more likely to exhibit prosocial behaviors (Tsachouridi & Nikandrou, 2020). Virtuous organizational practices encourage stronger employee engagement and commitment (Hergueux et al., 2023; Singh et al., 2018). For instance, organizational forgiveness allows employees to view mistakes as learning opportunities, increasing their willingness to engage in JC (Singh et al., 2024). Hence, it can be hypothesized that,

H1: OV is positively related to JC.

Employee well-being has become a key focus for organizations (Mehta, 2021), as it is closely tied to positive emotions, job satisfaction, and overall happiness (Soni, 2023). Well-being is often synonymous with happiness, which is defined by the presence of positive emotions like joy, pride, and inspiration, and the infrequent experience of negative emotions like anger and guilt (Diener et al., 2009). Studies suggest that happiness is a driver of career success rather than a result of it (Walsh et al., 2018). In line with SET, experiencing virtuous practices, such as compassion and forgiveness, within an organization creates positive emotions in employees, enhancing their subjective well-being (SWB) (Rego et al., 2011). OV, including trust and forgiveness, fosters a supportive environment that strengthens well-being (Ho et al., 2023). This positive emotional state motivates employees to reciprocate with productive attitudes and behaviors, further reinforcing their well-being and performance (N et al., 2024). Previous research has also shown a positive relationship between OV and SWB (Magnier-Watanabe et al., 2017). These researchers also identified Organizational virtuousness positively predicts employees' well-being and engagement, which in turn influence their performance (Ahmed et al., 2018). Hence, it can be hypothesized that,

H2: OV is positively related to SWB.

SWB is broadly defined as life satisfaction derived from factors such as job, finances, housing, health, leisure, and environment (Yan et al., 2024). Helliwell et al. (2017) further suggest measuring it along two dimensions:

the experience of positive and negative emotions and self-evaluation of life, including stability and satisfaction in relationships. SWB influences organizational citizenship behavior (Sabir et al., 2019) and task performance (Bryson et al., 2017). Employees with higher well-being tend to have a positive job attitude, collaborate more, are less prone to illness, and show enhanced creativity and problem-solving abilities. JC behaviors correlate positively with outcomes like job performance and employee well-being (Junker et al., 2023). By adjusting their job demands and resources, employees can optimize their health, including both physical and psychological well-being (Kilic & Gök, 2023). Today, people prioritize their health and well-being (PS & Abraham, 2017). This ability to craft their roles allows them to better align job tasks with personal strengths and needs, fostering improved well-being. Thus, SWB provides employees with the emotional resources needed to modify their jobs, aligning tasks with their personal needs and abilities. Hence, it can be hypothesized that,

H3: SWB is positively related to JC.

The perceived exchange of positive organizational practices has been shown to significantly influence organizational identification (OI), as highlighted by Zagenczyk et al. (2021). This relationship underscores the role of positive workplace practices in shaping employees' sense of belonging and alignment with their organization. Additionally, Tsachouridi and Nikandrou (2016) found that perceived organizational virtuousness not only fosters stronger organizational identification but also promotes organizational spontaneity, driven by a greater willingness among employees to contribute to the overall well-being of the organization. This demonstrates that virtuous organizational practices inspire employees to go beyond their formal roles, enhancing both their sense of connection and proactive behaviors. Building on these findings, Bashandy et al. (2024) emphasized that organizational virtuousness (OV) positively correlates with organizational identity. Their research suggests that OV strengthens alignment and identification by fostering meaningful workplace interactions, providing autonomy, and reinforcing work-related identity. Collectively, these studies point to a consistent pattern: OV and its associated practices significantly enhance employees' identification with their organization, creating a virtuous cycle of positive attitudes and behaviors. Hence it can be hypothesized that,

H4: OV is positively related to OI.

SET offers a framework to understand how OI satisfies employees' psychological needs. When organizations provide resources such as support, trust, and ethical behavior, employees feel obligated to reciprocate, fostering a

sense of belonging and identification. This identification enables employees to meet psychological needs like security, affiliation, and self-verification (Lv et al., 2022). In return for the organization's positive actions, employees engage more deeply, contributing to organizational success. Employees with strong OI are more likely to demonstrate positive behaviors such as organizational citizenship and proactive actions like JC (Terzioglu et al., 2016). This identification leads employees to prioritize the organization's well-being, act as representatives of the organization, and take initiatives to improve their performance and the organization's overall success (Bacaksiz et al., 2017). High OI, driven by positive exchanges, motivates employees to craft their jobs to better align with organizational goals.

H5: OI is positively related to JC.

According to SET, JC is a way for employees to reciprocate the positive behaviors and resources they receive from their organization, such as integrity, compassion, and transparency (Li et al., 2020). When employees perceive these virtuous practices, they feel obligated to respond by adjusting their tasks, roles, or interactions to better align with their strengths and preferences. This reciprocal exchange strengthens their OI and enhances their SWB, motivating them to engage in proactive behaviors like JC (Rego et al., 2011). OI drives employees to align their roles with organizational goals, and SWB equips them with the emotional resources to engage in JC. JC is strengthened when employees feel connected to the organization and experience positive emotional states (Rogala & Cieslak, 2019). Prior studies (e.g., Cameron et al., 2004; Tsachouridi & Nikandrou, 2016) suggest that OV builds trust and identification with the organization, while promoting well-being. As employees experience increased well-being through these positive exchanges, they become more motivated to take on challenges, enhance creativity, and find more meaning in their work (Guest, 2017). In rapidly changing industries, such as hospitality, JC allows employees to make small but meaningful adjustments to their tasks and relationships, enabling them to better meet evolving demands. This reciprocal process benefits both employees and the organization by enhancing job satisfaction, performance, and adaptability. Ultimately, JC fosters a mutually beneficial relationship between employees and their organization. Hence it can be hypothesized that,

H6: OI and SWB mediate the effects of perceptions of OV on JC.

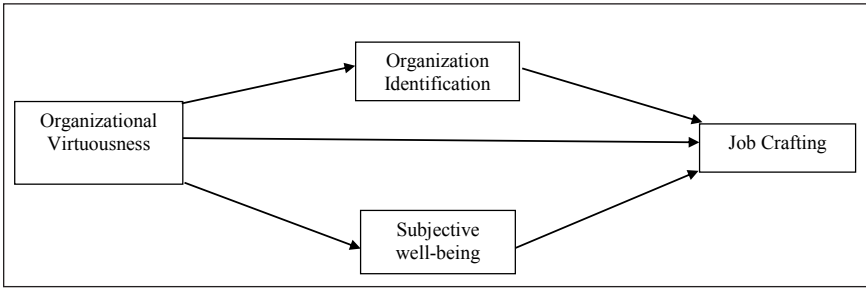


Fig. 1: Hypothesized Parallel Mediation Model

Method

Participants and Procedures

The limitation of a cross-sectional study is that it cannot establish cause-and-effect relationships in the model. Self-reported measures in the study were prone to social desirability bias. To address these concerns, the present study collected time-lagged, multi-wave data, which is well suited to test the parallel mediation model and avoid reporting and social desirability bias.

Three waves of data collection methods were used. Data collection was temporally separated by one month between each wave. Demographics and perceived OV data were collected at Time 1 through self-reports. Two mediators, OI and SWB data, were collected through self-reports at Time 2. Finally, JC data was collected at Time 3 through self-reports.

All three surveys had cover letters that explained the scope of the study. Participants were assured about the confidentiality of the data by stating that the data collected would solely be used for research purposes only and would not be shared with anyone under any circumstances. Participants were also informed that their participation is voluntary, and they can withdraw their participation anytime without obligation.

In the first phase of data collection, 700 questionnaires were distributed to the working in 3-star, 4-star, and 5-star hotels, out of which 594 usable questionnaires were returned, contributing to the response rate of 84.85%.

After a month, the 594 participants were contacted again with a second survey instrument. The response rate at time 2 is 83.83% a month after closing the time 2 data collection, the time three survey was initiated. At the second phase of data collection, participants were contacted and requested to fill out the third set of questionnaires. Out of 498 questionnaires, 414 were returned. The final response rate is 59.14%.

Measures

All the items used in this study was taken from established scales. OV was measured using 15-item scale measured using 6- point-likert (Cameron et al., 2004). OI was measured using a 6-item, 7-point Likert scale (Mael & Ashforth, 1992). SWB was measured using 4-item, 7-point Likert scale (Lyubomirsky & Lepper, 1999). JC was assessed through a 15-item, 6-point Likert (Slemp & Vella-Brodrick, 2013).

Each scale was selected for its reliability and relevance to the study. Participants were also asked to provide demographic details, including gender, work experience, educational background, job role age, and department. The respondents' average work experience and age were 16.026 years and 41.53 years respectively. The sample comprised employees from the hospitality industry, specifically hotel employees in various positions in India.

Data Analysis and Results

Preliminary Analysis

Although the scales used in this survey were previously validated, this study reassessed the reliability and validity of the constructs within the hospitality service employees sample. Both EFA and CFA were conducted, with the dataset split into a training set (N1 = 200) and a testing set (N2 = 214). EFA with principal component analysis and varimax rotation was used to extract the factor structure. Sample adequacy was verified using Bartlett's Test of Sphericity and a KMO value of 0.771. Four factors were identified, accounting for 65.868% of the variance. Out of forty items, eleven items were eliminated due to insufficient factor loadings (< 0.40) or substantial cross-loadings across several factors, yielding a final validated scale of 29 items. For OV, 12 of the original 15 items were retained after eliminating 3 with low factor loadings. All four items for SWB have been retained since they

satisfied the necessary reliability and validity standards. For OI, five out of six items were retained, while one item was discarded owing to cross-loading. Ultimately, for JC, 8 of the initial fifteen items were retained, while 7 were discarded owing to inadequate loadings or cross-loading complications. The modifications guaranteed that the final 29-item scale had robust psychometric features, enhancing the overall reliability and validity of the constructs.

Confirmatory Factor Analysis

Following the EFA, the measurement model was evaluated using CFA in AMOS. The 29-item model demonstrated a strong fit with the data, indicated by a Chi-Square/Df ratio of 1.175 (>3 is considered a good fit, Kline, 2023), a Goodness of Fit Index (GFI) of 0.915 (≥ 0.95 is considered a good fit, and 0.90 to 0.94 are acceptable, Hu & Bentler, 1999). A Root Mean Square Error of Approximation (RMSEA) of 0.042 (≤ 0.06 is considered a good fit, Hu & Bentler, 1999). a Tucker-Lewis Index (TLI) of 0.94 (≥ 0.90 is considered a good fit, Bentler, 1990), and a Comparative Fit Index (CFI) of 0.924 (≥ 0.95 is considered a good fit, and 0.90 to 0.94 are acceptable, Hu & Bentler, 1999). A Standardized Root Mean Square Residual (SRMR) of 0.035 (≤ 0.05 is considered a good fit, Hu & Bentler, 1999). These results confirm the model's adequacy regarding its fit to the observed data.

Reliability Analyses

The internal consistency of all constructs was assessed using Cronbach's alpha and composite reliability (Table 2), with all alpha values exceeding the recommended 0.65 threshold. While Cronbach's alpha measures item reliability, composite reliability evaluates construct consistency, with scores above 0.60 considered acceptable (Hair et al., 2017). In this study, all constructs had composite reliability above 0.64.

Average Variance Extracted (AVE) assesses the proportion of variance a construct captures versus measurement error, with 0.5 indicating adequate convergent validity (Hair et al., 2022; Srivastava, 2023). Though AVE values were below 0.5, Fornell and Larcker (1981) suggested that convergent validity is sufficient if composite reliability exceeds 0.6. Discriminant validity was confirmed by comparing the square root of AVE in the diagonal of the correlation matrix to the correlation coefficients, all of which were lower than the square root of AVE, affirming discriminant validity.

Table 1: Reliability Estimates, Average Variance Explained, Maximum Shared Variance and Correlation Between the Constructs

	Cronbach's Alpha	CR	AVE	MSV	Organizational Virtuousness	Subjective Well-Being	Organizational Identification	Job Crafting
Organizational Virtuousness	0.760	0.733	0.321	0.306	0.567			
Subjective Well-Being	0.655	0.648	0.338	0.098	0.181*	0.582		
Organizational Identification	0.700	0.718	0.338	0.315	0.553***	0.221**	0.581	
Job Crafting	0.849	0.846	0.317	0.315	0.432***	0.313**	0.561***	0.563

Note: CR= Composite Reliability, AVE= Average Variance Extracted, MSV= Maximum Shared Variance, Sample Size (n)=414. The square root of the average variance extracted (AVE) is shown on the diagonal of the matrix in bold. The inter-construct correlations are shown off the diagonal. *Significant at $p<0.05$, **Significant at $p<0.01$, ***Significant at $p<0.00$.

Table 2: Regression Output for the Parallel Multiple Mediators as Depicted in Fig. 1

Antecedent	Consequent											
	M ₁ (Organization Identification)				M ₂ (Subjective Well-Being)				Y (Job Crafting)			
	Coeff.	SE	p		Coeff.	SE	p		Coeff.	SE	p	
X (OV)	a ₁	0.372	0.037	0.000	a ₂	0.313	0.062	0.00	c'	0.541	0.049	0.000
M ₁									b ₁	0.194	0.057	0.001
M ₂									b ₂	0.133	0.034	0.000
Constant	i _{m1}	3.079	.1626	0.000	i _{m2}	2.538	0.275	0.00	i _y	0.503	0.271	0.064
		R ² =0.197				R ² =0.0573				R ² =0.386		
		F(1,414) = 101.57, p=0.000				F(1,414) = 25.15, p=0.0000				F(3,412) = 86.34, p=0.000		

Hypothesis Testing

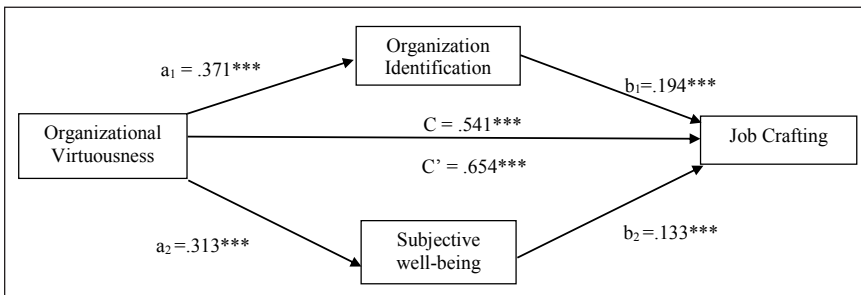
The preliminary analysis confirmed support for all direct relationships. To further examine the hypotheses related to multiple parallel mediators, we employed the PROCESS Macro, as proposed by Hayes (2013). The analysis using the PROCESS Macro tested a model with three parallel mediators, structured as follows:

$$M_1 = 3.079 + 0.3716X$$

$$M_2 = 2.533 + 0.313X$$

$$Y = 0.5026 + 0.5405X + 0.1943M_1 + 0.1329M_2$$

The first indirect effect of OV on JC through OI (OV to OI to JC) was estimated at $a_1b_1 = 0.0722$, with a confidence interval (CI) of [0.0244 to 0.1341], Sobel $z = 3.1916$, $p < .0014$. The second indirect effect, representing the impact of OV on JC via SWB (OV to SWB to JC), was estimated at $a_2b_2 = 0.0416$, CI [0.0172 to 0.0782], Sobel $z = 3.0501$, $p < .0023$. The total indirect effect was 0.1138, with a CI of [0.0571, 0.1777]. This indicates that the parallel mediation model shows all positive and significant indirect effects of OV on JC through both mediators.



Notes: * $p < .05$, ** $p < .01$, *** $p < .000$; All presented effects are standardized; a_n is the effect of independent variable on mediators; b_n is the effect of mediators on dependent variable; c' is the direct effect of organizational virtuousness on job crafting; c is the total effect of organizational virtuousness on job crafting.

Fig. 2: The Parallel Mediating Effect of Organizational Identification and Subjective Well-Being in the Relationship Between Organizational Virtuousness and Job Crafting

The significance tests for the indirect effects further validate this, showing that all indirect effects are significant, confirming the presence of partial mediation (Fig. 2). Therefore, OI and SWB independently and partially mediate the relationship between OV and JC.

Discussion

Everyone seeks meaning in life, particularly through work and relationships. JC represents an employee's attempt to reshape their job in a personally meaningful way without altering its core purpose (Wong & Tetrick, 2017). As a relatively new concept, JC aims to enhance work experiences, and this study seeks to explore the understudied organizational variables that may influence JC behavior. One such variable is OV. While past research has focused primarily on individual factors like job satisfaction (Kumari & Kaur, 2023), organizational factors remain underexplored. This study tested the influence of OV on JC (Hypothesis 1), answering RQ1. The findings support the hypothesis, indicating that moral virtues exhibited by organizations positively influence employees' attitudes and engagement in JC activities.

OV was also found to positively influence OI (Hypothesis 4). OI refers to employees' sense of belonging and alignment with the organization's values (Weisman et al., 2023). When employees perceive a match between their virtues and those of the organization, a strong sense of membership and identification develops.

As predicted, OV was also positively related to SWB (Hypothesis 3). Employees who observe virtuous behaviors in their organization are likely to feel emotionally and psychologically safe, experience more positive emotions, and improve their self-worth, enhancing their SWB.

Additionally, SWB was positively related to JC (Hypothesis 4). The study reinforces existing literature by showing that SWB not only boosts job performance but also encourages proactive behaviors like JC. Employees who frequently experience positive emotions and satisfaction in life are better equipped emotionally and cognitively to redesign their jobs to maximize their abilities.

OI also had a positive impact on JC (Hypothesis 5). Consistent with prior studies (e.g., Terzioglu et al., 2016), this research confirms that OI improves proactive behaviors such as JC. Employees who strongly identify

with their organization are motivated to align their roles with their values and capabilities, aiming to benefit the organization.

The study's most significant finding lies in the mediation analysis, which answers RQ2. Both OI and SWB independently mediated the relationship between OV and JC (Hypothesis 6). The results suggest that employees who perceive their organization as ethical and virtuous are more likely to engage in JC, as their identification with the organization and enhanced well-being motivate them to redesign their roles in line with their interests and strengths. JC allows these employees to contribute to organizational goals while maintaining job satisfaction and productivity.

Finally, the study highlights the relevance of SET in explaining JC behavior. Employees who perceive their organization as virtuous feel an obligation to reciprocate, fostering well-being and loyalty, which leads to proactive JC. These virtuous exchanges enhance employees' competence, autonomy, and satisfaction, encouraging them to modify their tasks and environment to better align with their needs and goals. This reciprocal process strengthens the bond between employees and the organization, benefiting both parties and contributing to organizational success.

Implications

This study provides valuable insights into JC by examining its antecedents through the lens of SET. Addressing calls from researchers such as Cameron et al. (2004) and Hur et al. (2017) to investigate the outcomes of OV, the study demonstrates how perceived organizational virtues directly influence JC behaviors. It also responds to the call from Magnier-Watanabe et al. (2017) to explore OV and SWB in diverse contexts. While Hur et al. (2017) primarily focused on task crafting with a limited perspective, this study takes a broader approach by including cognitive and relational dimensions. By using the comprehensive 15-item scale by Slemp and Vella-Brodrick (2013), we aim to better capture how employees reshape their tasks, relationships, and perceptions, providing a richer understanding of job crafting. This approach allows us to explore the deeper connections between organizational practices and proactive employee behaviors in a more meaningful and practical way. In alignment with SET, this research introduces OI and SWB as mediators in the relationship between virtuousness and JC. These mediators reflect the psychological states that arise from perceived virtuous exchanges, driving

hospitality employees to actively engage in JC. This study enhances the understanding of the reciprocal exchanges between organizational virtues and proactive employee behaviors, grounded in the principles of SET.

The five core virtues of Organizational Virtuousness (OV) are optimism, inspiring resilience; forgiveness, encouraging learning from mistakes; and compassion, fostering interpersonal care. Integrity ensures honesty and transparency, while trust builds confidence and meaning in workplace relationships. These virtues collectively enhance employee well-being and proactive behaviors. Further, Top-level managers of hospitality industry should cultivate five core virtues to promote OV which includes. First, maintaining optimism, even in difficult circumstances, inspires employees to give their best efforts. Second, fostering a forgiving culture encourages experimentation and creativity by allowing employees to learn from their mistakes. Third, promoting compassion and interpersonal care strengthens relationships within the organization. Fourth, upholding integrity, honesty, and trustworthiness ensures transparency in policies and decision-making processes. Finally, cultivating mutual trust helps employees find greater meaning in their work. Research shows that SWB and OI mediate the relationship between perceptions of OV and JC. Hospitality employees should prioritize initiatives that enhance employees' well-being and identification with the organization. Hence to enhance crafting behavior, training initiatives that uses a "thinking-in-action" methodology and Situated Experiential Learning Narratives can encourage employees to set JC goals based on their real-life experiences, fostering proactive behavior and alignment with organizational values (Blanc et al., 2017).

Limitations and Future Research

This study has limitations that must be acknowledged. First, due to its cross-sectional and self-reported design, it cannot establish causal relationships between variables. While previous research suggests a reciprocal link between SWB and JC, this study supports only the relationship from well-being to JC. Future longitudinal studies are recommended to establish causality. Second, the SWB measure used is general, not work-specific, which may affect the relevance of the findings. Future research should consider using work-related well-being scales for more precise insights. Third, this study focused only on SWB and OI as mediators to maintain simplicity, though other mediators could be explored. Lastly, as this study is based on hotel employees, while

the findings may be applicable across cultures, firms, and industries, further research is necessary to confirm the study's external validity by replicating it in different contexts.

Declaration of Competing Interest: The authors have no conflict of interest.

Data Availability: The data that has been used is confidential.

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