



## The Effect of Transformational Leadership on Job Crafting in Hotels: The Mediating Role of Psychological Capital

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### ABSTRACT

Job crafting (JC) is of crucial importance for organizations and individuals. It brings about several positive employee-related results (e.g., increased engagement) as well as positive customer-related results (such as solving customer problems). Despite the recognition of JC importance, there is very limited research in the hospitality field that investigated employee JC and the factors affecting it, such as transformational leadership (TFL). Therefore, the study aimed at identifying the extent to which the hotels apply TFL; investigating the degree to which hotel employees craft their jobs; examining how TFL impacts JC dimensions and investigating the effect of psychological capital (PsyCap) as a mediating variable on the relationship between TFL and JC. For the attainment of these objectives, data were gathered via questionnaires. A convenience sample of 750 hotel employees from 15 five-star hotels in Cairo was chosen for investigation. Only 400 valid questionnaire forms were received from the employees. Descriptive analysis, correlation analysis, Mann-Whitney and Kruskal-Wallis tests, as well as multiple regression analysis, were used. The findings indicated that TFL positively influenced each of the four facets of JC partially by enhancing PsyCap. All demographic and employment characteristics (i.e. gender; age; educational level; department; tenure) were found to positively affect JC. Thus, it is suggested that hotel management should continue with the good practice of TFL as it positively influences the employees' JC. Additionally, hotels should help employees improve all dimensions of PsyCap, especially resilience and optimism and increase crucial positive factors that contribute to enhancing employees' PsyCap.

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### 1. Introduction

This research involves one dependent variable (i.e., JC) consisting of four dimensions (i.e., increasing structural resources; increasing social job

resources; increasing job challenges; reducing demands) and one independent variable (i.e., TFL). It also includes one mediating variable, i.e., PsyCap.

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JC is not a new concept but an up-and-coming area for research in the hotel industry as customer needs and expectations have evolved significantly in recent years to be extremely diversified (Kim et al., 2018; Bruning and Campion, 2018). JC indicates changes employees make to improve job demands and job resources (Wang et al., 2020).

JC has been accepted by contemporary managers as a bottom-up approach, which allows employees to play a proactive role in redesigning their jobs (Cheng et al., 2016). It creates a paramount environment for better attaining balance

between employees' prescribed job demands and job resources and their personal preferences, needs, and abilities (Chen, 2018). It is an important strategy for both managers and staff because it helps them to alter their work identity, to understand

the job objectives, and to have increased control over work (Sesen and Ertan, 2019; Lee and Song, 2019; Lazazzara et al., 2020). In addition, various positive work outcomes of employees' JC for organizations and individuals have been identified in the literature.

Previous research dominantly examined the concept of JC as a single constructor focused on only the dimension of task crafting. However, it is essential to investigate all four dimensions of JC due to the beneficial effects achieved for both researchers and practitioners (Luu, 2020).

Furthermore, previous research primarily concentrated on revealing the consequences of JC (Van Wingerden et al., 2017). Only a few predictors of JC have been examined, e.g., self-efficacy, job challenges, and work autonomy (Wang et al., 2017). Hence, more research is required to understand the predictors of employee JC, such as leadership style (Kim et al., 2018; Afsar et al., 2019; Ma et al., 2019). In the field of hospitality, the impact of leadership (e.g., TFL) on hotel employee JC has not yet been assessed. In this light, the study attempts to expand hospitality literature on JC since it links TFL to hotel employees' JC (Hu et al., 2020).

TFL practice among hotel managers is critically important (Hetland et al., 2018). TFL is a leadership style in which leaders transform the attitudes, beliefs, values, and behaviours of their subordinates and motivate them to perform beyond expectations to achieve organizational goals (Siangchokyo et al., 2020).

TFL was found to positively influence customer satisfaction (Jaiswal and Dhar, 2015). In addition, there are various outcomes of TFL related to employee behaviours, such as lower workplace stress among employees (Luo et al., 2019), and employee satisfaction (Chena and Wu, 2020). Furthermore, TFL was also found to be associated with organizational performance and organizational effectiveness (Amor et al., 2020). Moreover, TFL has a positive impact on the organization's innovation climate (Jackson, 2020). Moreover, it is important to assess the role of other kinds of intermediate factors (such as PsyCap) in improving JC. As regards PsyCap, employees with high PsyCap express positive emotions which then affect employee work attitudes and behaviours (Sabot and Hicks, 2020). PsyCap has a positive effect on desirable outcomes (Ye et al., 2020), such as job engagement in hospitality settings (Fang et al., 2020), and organizational citizenship behaviour (Memili et al., 2020). In addition, PsyCap has a negative effect on undesirable outcomes, such as job stress, burnout, cynicism, job deviance, absenteeism, and turnover (Safavi and Bouzari, 2020). Moreover, PsyCap is an important mediator of various organizational outcomes (Darvishmotevalia and Alib, 2020)

Hence, the objectives of the study involve: (1) identifying to what extent employees in five-star hotels can craft their jobs; (2) assessing the degree to which the transformational style of leadership are applied in the Egyptian five-star hotels; (3) investigating the impact of TFL on the four dimensions of employees' JC; and (4) examining the effect of employees' PsyCap as a mediating variable on the relationship between TFL and JC.

## 2. Literature review

### 2.1. Job crafting

JC is a form of self-initiated work behaviour that results in change (Parker, 2014). It is a bottom-up job redesign employees perform at work, compared with top-down approaches inaugurated by managers (Hulshof et al., 2019). JC was also described as an informal and uninstructed proactive work behaviour (Bakker et al., 2020).

The idea of job crafting is derived from the Job Demands-Resources (JD-R) theory (Demerouti et al., 2001). JD-R theory was used to introduce a new viewpoint about job crafting which resulted in increased research in this area (Lee and Song,

2019). The JD-R theory illustrates that employee well-being, as well as work performance, are influenced by various job characteristics which vary considerably across different professions (Luu, 2020).

Job characteristics are classified into two broad categories: job demands and job resources (Bakker et al., 2014). The first category involves job aspects that require sustained physical, psychological, social, or organizational efforts from employees, e.g., conflict with colleagues or work overload. Therefore, job demands bring about certain costs for the employees and principally involve reduced health, such as exhaustion and psychosomatic health complaints (Bakker and Demerouti, 2017; Bakker et al., 2020).

On the contrary, the second category (i.e., job resources) refers to job aspects that enable employees to accomplish work goals, deal with job demands, and encourage personal development (Chen, 2018). Examples of job resources are information technology support and performance feedback (Lazazzara et al., 2020).

Based on the theoretical framework of JD-R model, JC was redefined as self-initiated changes that employees perform to balance their (challenging) job demands and (structural and social) job resources according to their personal needs and abilities (Wang et al., 2020, Hu et al., 2020).

## 2.2 Job crafting dimensions

Based on the JD-R model, JC was divided into four dimensions: (a) increasing challenging job demands, (b) decreasing hindrance job demands, (c) increasing social job resources, and (d) increasing structural job resources (Hetland et al., 2018)

### 2.2.1 Increasing challenging job demands

Increasing challenging job demands means that employees implement efforts to make their job demands more challenging as well as to expand the boundaries of their work or change the content of their job tasks (Haemi et al., 2018). Examples of challenging job demands include volunteering for special projects and asking for more responsibilities (Bakker et al., 2020).

There are many benefits achieved by increasing challenging demands, e.g., reducing boredom, which may result in absenteeism and job

dissatisfaction, and improving personal growth and job satisfaction (Cheng and O-Yang, 2018). Besides, employees are motivated to work and stimulated to stretch their knowledge and skills or to reach more complicated job objectives, when they go through a sufficient level of challenging job demands (Demerouti et al., 2015). Furthermore, challenge demands bring about mastery experiences which may cause satisfaction and improved self-efficacy (Nicholas et al., 2018). Previous researchers (e.g., Osman and Aram, 2018) found that challenging job demands positively influence work engagement.

### 2.2.2 Decreasing hindrance to job demands

Unlike increasing challenges, decreasing demands implies employees' proactive attempts to reduce work or make it less exhausting (Nicholas et al., 2018). Employees avoid complex job tasks when they recognize that their job demands exceed their personal capacities and continuously necessitate their efforts, which can run out of their energy resources (Chen, 2018). High demands, when combined with lower job resources, may produce negative health effects, such as burnout (Chen, 2018) and ineffective organizational outcomes, such as employee's turnover (Hulshof et al., 2019). Furthermore, hindrance demands negatively influence work engagement (Bakker et al., 2020).

### 2.2.3 increasing social job resources

Increasing social job resources involves asking for social support, supervisory coaching, and performance feedback from others, such as supervisors, co-workers, and customers (Cheng et al., 2016). Seeking resources are helpful to work strategies that can improve employee well-being (Bakker and Demerouti, 2017). In addition, increasing social job resources is positively related to work engagement and job satisfaction but negatively associated with burnout. Furthermore, exchanging experiences among employees improves their professionalism. New employees seek advice, suggestions, and other necessary information from their experienced colleagues about the proper attitude, etiquette, and skills when dealing with customers (Hulshof et al., 2019).

### 2.2.4 Increasing structural job resources

Increasing structural job resources means performing behaviours that aim to increase

employees' proactive exploitation of their own job resources, such as increasing job autonomy, task variety, chances for self-development, and opportunities to acquire new skills or work processes (Bakker and Demerouti, 2014). Employees ask for structural resources when a lack of these resources takes place or demands are high (Nicholas et al., 2018).

### *2.3 Antecedents to job crafting*

Various antecedents to JC were identified, such as the individual difference factors (e.g., proactive personality), attitudes, job characteristics, job demands (e.g. job autonomy), person-job fit, factors at the collegial and supervisory/leader level, as well as TFL (Wang et al., 2017; Kim et al., 2018).

### *2.4 Transformational leadership*

TFL refers to a behaviour-based approach by which leaders inspire followers toward continuous change through exhibiting a combination of four different behaviours which are: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration (Khan et al., 2020).

#### *2.4.1. Idealized influence*

Idealized influence denotes attributes and behaviours highlighting that group interests are more important than individual interests. Leaders who possess idealized influence are exemplary role models for followers, thus they positively affect the beliefs and behaviours of followers (Buil et al., 2019). They demonstrate a high level of ethical standards and emphasize a sense of collectivity among their subordinates (Park and Pierce, 2020; Syed et al., 2020). In addition, they display a sense of power, confidence, and competence. They can articulate the vision of the organization in an effort to win the trust of the followers (Li et al., 2020).

#### *2.4.2 Inspirational motivation*

Inspirational motivation implies stimulating followers by articulating a meaningful vision for the future (Adnan et al., 2018; Hetland et al., 2018). Besides, transformational leaders highlight shared values and collective goals and inspire their subordinates to work cooperatively for accomplishing them (Luo et al., 2019). The leaders also show optimism and encourage team spirit as

well as general enthusiasm to overcome job challenges (Amor et al., 2020).

#### *2.4.3 Intellectual stimulation*

Intellectual stimulation denotes that leaders ask for their followers' viewpoints regarding problems and encourage creativity and new approaches for identifying solutions to these problems (Luo et al., 2019). Additionally, transformational leaders involve their followers in making decisions (Chena and Wu, 2020).

#### *2.4.4. Individualized consideration*

Individualized consideration means that leaders provide individualized support to their followers while understanding and addressing their personal needs and values. Moreover, transformational leaders respect everyone's objectives, feelings, and capabilities as well as those of the group (Jackson, 2020). This personal attention to each follower helps to build trust among employees and their leaders and organizations. Leaders also promote employees' self-development and help them reach their full potential (Siangchokyoo et al., 2020).

### *2.5. Outcomes of transformational leadership*

Various outcomes of TFL related to employee behaviours were identified in the literature, including improved performance, employee work engagement (Buil et al., 2019), lower workplace stress among employees (Luo et al., 2019), organizational commitment (Eliyana et al., 2019), employee satisfaction (Chena and Wu, 2020), employee creativity (Li et al., 2020), and reduced staff turnover (Park and Pierce, 2020).

### *2.6 Transformational leadership and job crafting*

Based upon TFL theory (Bass, 1985), TFL assists employees in promoting their self-management and increasing employees' capabilities for independent and creative thinking. Therefore, employees will ask for structural job resources if their leaders are transformational (Divesh et al., 2018).

Moreover, employees trust and communicate emotionally with transformational leaders (Divesh et al., 2018). Transformational leaders stress that collective values are important. In addition, they constantly participate in personal interactions with their followers and listen to them carefully. Moreover, employees perceive that their

transformational leaders facilitate open discussion and communication as well as care about each individual follower's needs (Jean, 2018). In such a work environment, employees are more likely to increase their social resources by asking for support and feedback from their leaders and co-workers.

It was assumed that transformational leaders encourage employees to work beyond expectations by adding challenges to their work (Bass, 1985). Supporting this idea, transformational leadership was found to be positively associated with employees' JC in the form of increasing job challenges (Schmitt et al., 2016). Also, several researchers (e.g., Salau et al., 2018) indicated that TFL significantly contributes to the creation of employee proactive behaviour (i.e., JC).

In addition, TFL was found to be related to employees' higher perceptions of person-job fit (Chi and Pan, 2012). Therefore, working with transformational leaders, their followers are more likely to seek job challenges, e.g., taking on a new project (Yongping et al., 2018).

By dictating the type and amount of employees' work, leaders may influence their behaviour by regarding reducing hindrance job demands. However, they may need the power to do that. This power can be obtained through TFL (Marion et al., 2018). Therefore, the following hypotheses are proposed:

*H1: TFL positively affects employees' JC in the form of increasing job challenges.*

*H2: TFL positively affects employees' JC in the form of reducing hindrance demands.*

*H3: TFL positively affects employees' JC in the form of increasing social job resources.*

*H4: TFL positively affects employees' JC in the form of increasing structural resources.*

## *2.7 Psychological capital*

Employees' PsyCap is defined as an individual's positive psychological state of development (Sabot and Hicks, 2020). It is believed to be a strategic resource that maintains positive attitudes toward work (Ye et al., 2020).

### *2.7.1 Dimensions of psychological capital*

PsyCap consists of four dimensions, which are hope, resilience, optimism, and self-efficacy. The

combination of these dimensions predicts work-related outcomes more accurately than any of the separate dimensions due to the cooperative interaction among the dimensions (Huynh and Hua, 2020).

Hope is defined as being dedicated to accomplishing goals and being able to modify these goals if necessary (Pan et al., 2017). Resilience is the capacity to get over negative events, such as setbacks, adversity, conflict, failure, or even positive changes (Probst et al., 2017). Optimism refers to having positive thoughts about the present and future success (Kang and Busser, 2018). Self-efficacy is an individual's confidence in his/her ability to successfully perform difficult tasks (Qiu et al., 2020).

### *2.7.2 Mediating role of psychological capital*

TFL is positively related to the four dimensions of PsyCap. In terms of self-efficacy, supervisors with TFL can stimulate employees' confidence and raise their self-efficacy as employees feel that their abilities and ideas are appreciated (Wang et al., 2014).

A transformational leader also helps followers to understand and identify with the organizational goals. This motivates them to perform beyond expectations and produces hope concerning the accomplishment of these goals (Heled et al., 2016). As regards optimism, the employees' optimism was found to be positively influenced by TFL (Luo et al, 2019). Transformational leaders can affect subordinates to adopt more optimistic attitudes in coping with future challenges through inspirational motivation (Heled et al., 2016) and they demonstrate optimism and enthusiasm to overcome job challenges (Safavi and Bouzari, 2020).

Concerning resilience, transformational leaders provide employees with social support and encourage them to express their opinions. This generates employees' trust in the leaders which increases their resilience and helps them in bearing adversities (Mahfuda et al., 2020).

According to the social cognitive theory, individuals are stimulated by their thoughts of their own aptitudes to carry out certain behaviours (Wood and Bandura, 1989). Individuals with a high level of PsyCap may feel more energized at work (Karatepe and Karadas, 2015). They are expected to show more desirable work behaviours than those with a low level of PsyCap (Lu et al., 2016), to

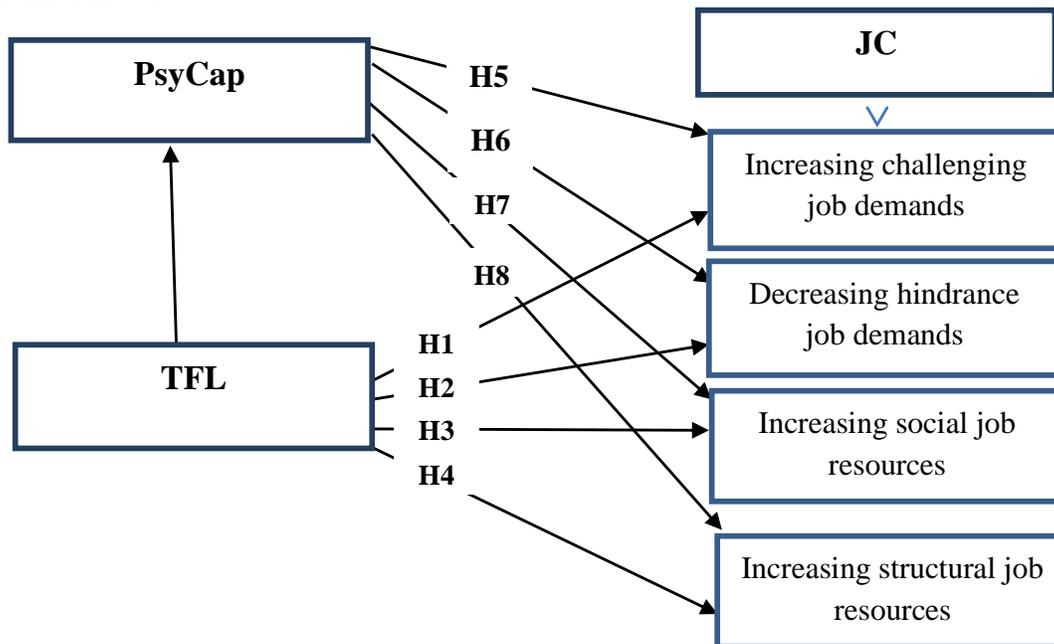
change their attitude and behaviors at work (Karatepe and Talebzadeh, 2016), and to show positive emotions which then inspire employees' work behaviors, such as JC (Bakker and Demerouti, 2017). Moreover, employees who have rich PsyCap are able to decrease hindrance stressors more effectively (Memili et al., 2020). Considering the employees' PsyCap correlation with an increase in all dimensions of JC, it can be assumed that PsyCap plays a role in the relationship between TFL and JC: if TFL increases PsyCap, then JC dimensions will also be affected. PsyCap may be a mediating variable linking TFL and JC. Therefore, it is theorized that the relationship between TFL and the four dimensions of JC is mediated by PsyCap:

- H5: PsyCap positively mediates the relationship between TFL and JC in the form of increasing structural job resources.
- H6: PsyCap positively mediates the relationship between TFL and JC in the form of increasing social job resources.
- H7: PsyCap positively mediates the relationship between TFL and JC in the form of increasing challenging job demands.
- H8: PsyCap positively mediates the relationship between TFL and JC in the form of decreasing hindrance job demands.

Based on the literature review and hypotheses proposed, this research proposes the hypothesized model as shown in figure 1.

**Figure 1**

Hypothesized model



### 3 Methodology

Based on the literature review, this research assesses three types of variables: (1) one independent variable (TFL); (2) one dependent variable (JC); and (3) one mediating variable, i.e., PsyCap. In addition, the research examines the effect of TFL on JC and inspects the effects of PsyCap on the relationship between JC and TFL.

#### 3.1 Measurement and instrument

A questionnaire, which encompassed four sections, was developed based upon the related review of

literature. The first section (i.e., individual characteristics) contained five items (i.e., gender; age; educational level; department; experience). The second section (i.e., job crafting) comprised four parts, which are increasing challenging job demands (5 items); decreasing hindering job demands (6 items); increasing social job resources (5 items); and increasing structural job resources (5 items). This section of the questionnaire was developed based on a review of the relevant literature (e.g., Chen, 2018).

The third section (i.e., TFL) included four parts, i.e. idealized influence (5 items); inspirational motivation (6 items); intellectual stimulation (5 items); individualized consideration (6 items) (Salau et al., 2018). The last section (i.e., PsyCap) involved four parts, i.e., self-efficacy (5 items); optimism (5 items); hope (5 items); resilience (5 items). These items were measured using multi-item scales derived from the previous studies (e.g., Cheng et al., 2018) which found that the Cronbach's alpha coefficient of the aforementioned construct was above the 0.70 level. The respondents were asked to respond to a five-point Likert scale in the last three sections of the questionnaire (1 = strongly disagree and 5 = strongly agree).

### 3.2. Population and sample

The population of interest for this research was employees in the five-star hotels in Cairo. According to the Egyptian Hotel Association (2019), the whole number of five-star hotels in Cairo was 34 hotels. However, only fifteen hotels (44.1%) were allowed to be accessed. Other hotels did not accept to distribute questionnaire forms to their employees, possibly due to the confidentiality of the data, time constraints, or lack of top management support. A convenience sample of 750 hotel employees from these five-star hotels was chosen for investigation.

The questionnaire forms were equally distributed to the fifteen hotels (50 per hotel). A total of 400 valid questionnaires was received. These questionnaire forms were distributed and collected by hand to the investigated sample of employees during period from 10-2019 to 12-2019.

### 3.3. Reliability and validity

In this research, the questionnaire was reviewed in terms of content, measurement, expression, and layout by 3 professors majoring in hotel studies as well as 5 human resources managers in five-star hotels in Cairo. The questionnaire instrument was then revised and finalized based on the received feedback.

Moreover, the scale validity includes the collection of empirical evidence regarding its use (Pallant, 2007). In this research, all the scales forming the survey were utilized and tested by prior scholars. For example, TFL scale was used by many previous researchers (e.g. Salau et al., 2018).

To test the reliability of the instrument used in this research, the coefficient of Cronbach's alpha was utilized. Values, which exceed 0.70, show high credibility (Nunnally and Bernstein, 1994). The research tests show high internal consistency (coefficient > 0.7). It can be accepted to consider the instrument reliable.

### 3.4. Data analysis

The Statistical Package for Social Sciences (SPSS) for Windows v.25.0 was used to analyze the data descriptively. In addition, Mann-Whitney and Kruskal-Wallis tests were used at a significance level of 5% to examine the differences among respondents' demographics (gender, age, educational level, department, and experience) in terms of JC and TFL. Additionally, the Pearson correlation coefficient was used at a significance level of 5% to examine the relationships among variables. Moreover, the hierarchical multiple regression was used to determine the strength of the relationships among variables of the study.

## 4 Results and discussion

This part of the study includes explaining the respondents' demographic characteristics, estimating descriptive statistics, measuring correlations among variables of the study, testing hypotheses of the study using hierarchical regression analysis. It also tackles the discussion of these obtained results.

### 4.1 Respondents' profile

Respondents' profiles included gender, age, educational level, department, and tenure. Among the 400 hotel employees, 75.5% of hotel employees were male and 24.5% were female. About 60% of hotel employees were aged 18 to less than 35 years, while approximately 35% of them were aged 35 to less than 55 years, and 5% of them were aged 55 years and over. Also, 65% of hotel employees were high-education graduates, 34.5% of them were high-school graduates, and 0.5% of them were postgraduates. Regarding job department, most of the respondents (60%) were food and beverage staff, 24% of them were in the front office department, and finally 15.5% of hotel employees were in other departments. Also, hotel employees represent different job tenures: 45% (1-5 years); 50% (more than 5-10 years); and 5% (more than 10 years).

4.2 Differences among the respondents' demographic and employment characteristics regarding JC

In investigating the variance among the respondents' demographic and employment characteristics regarding JC, it was found that all the characteristics (i.e., gender; age; educational level; department; tenure) were significantly related to JC as shown in table (1). As regards gender, age, and educational level, the results in table (1) agree with those of Bipp and Demerouti,

**Table 1:**

The differences among respondents' demographic and employment characteristics regarding JC

Demographics elements			Job crafting	
			Mean rank	Sig.
Gender	Male	75.5%	83	0.000
	Female	24.5%	75	
Age	18 - less than 35 years	60%	76	0.000
	35 - less than 55 years	35%	78	
	55 years and over	5%	88	
Educational level	High education	65%	60	0.000
	High school	34.5%	52	
	Postgraduate	0.5%	65	
Department	Food and beverage	60.5%	77	0.000
	Front office	24.0%	83	
	Other departments	15.5%	79	
Tenure	1-5 years	45%	35	0.000
	More than 5-10 years	50%	63	
	More than 10 years	5%	74	

Correlation is significant at the 0.05 level (2-tailed).

In terms of tenure, the results showed that older hotel employees were more skilled at crafting their jobs than younger hotel employees. Furthermore, hotel employees with tenure more than 10 years (M=74) were more likely to engage in JC than those with shorter tenure.

As regards educational level, post-graduate (m=65) and high-education (m=60) employees were in a better position to craft their jobs more than high-school employees (m=52). These results are supported by human capital theory (Becker, 1975), which supposes that older and more experienced employees, and those with higher educational levels, may possess better-accumulated job and general knowledge and consequently are more capable of crafting their jobs in comparison with younger employees and those with shorter tenure and lower educational levels. Besides, the results in table (1) related to education coincide with the study of Solberg and Wong (2016) who found that employee education is positively correlated with

(2015) and Ma et al. (2019) which revealed that there were significant relationships between these three demographic characteristics and JC.

With regards to gender, table (1) indicated that male employees (m=83) were capable of crafting their jobs than female employees (m=75). These results agree with the study of Demerouti et al., (2015) which found that men are more likely to engage in JC than women. On the other hand, the results disagree with the study of Van Hoof and Van Hoof (2014) who found the opposite

JC behaviour. Regarding the department, it was found that front office staff (M=83) were the most skilled at crafting their jobs.

4.3 A descriptive analysis of JC, TFL, and PsyCap items

The descriptive analysis was done to assess employees' perceptions concerning all variables of the study, i.e., JC, TFL, and PsyCap. Table (2) shows that the mean score of the overall JC was 4.5. The results also clarified that JC dimensions, which are increasing structural job resources, decreasing hindrance job demand, increasing challenging job demands, and increasing social job resources had mean scores of 4.6, 4.5, 4.5, and 4.4, respectively. This indicates that hotel employees showed acceptable JC. Similarly, several researchers (e.g., Petrou, et al., 2015) declared that employees in service organizations are able to make some changes to their job demands and resources.

With regard to TFL, the tabulated data indicated that the mean score of the overall TFL was 4.3, indicating that hotel leaders practice TFL in their hotels as well as employees were satisfied well with it. These results are consistent with those of Mohamed (2016) who found that leaders in Egyptian five-star hotels comprehensively applied

the transformational style. Also, these findings are consistent with previous research (e.g. Giddens, 2018; Ojha et al., 2018) which claimed that TFL has become a major leadership style applied by leaders across many industries, including hospitality.

**Table 2**

A descriptive analysis of all research variables

<b>Job crafting</b>	<b>Mean</b>	<b>Std. Deviation</b>
	<b>4.5</b>	
<b>Increasing structural job resources (STJ)</b>	4.6	
STJ <sub>1</sub> .I decide on my own how I do things	4.7	0.86
STJ <sub>2</sub> .I try to develop myself professionally	4.7	0.64
STJ <sub>3</sub> .I make sure that I use my capacities to the fullest	4.6	0.77
STJ <sub>4</sub> .I try to learn new things at work	4.5	0.78
STJ <sub>5</sub> .I try to develop my capabilities	4.5	0.87
<b>Decreasing hindrance job demands (HJ)</b>	4.5	
HJ <sub>1</sub> .I organize my work so as to minimize contact with people whose expectations are unrealistic	4.7	0.78
HJ <sub>2</sub> .I try to ensure that my work is emotionally less intense	4.5	0.87
HJ <sub>3</sub> .I manage my work so that I try to minimize contact with people whose problems affect me emotionally	4.5	0.77
HJ <sub>4</sub> .I make sure that my work is mentally less intense	4.5	0.91
HJ <sub>5</sub> .I organize my work in such a way to make sure that I do not have to concentrate for too long a period at once	4.5	0.91
HJ <sub>6</sub> .I try to ensure that I do not have to make many difficult decisions at work	4.3	0.64
<b>Increasing challenging job demands (CJ)</b>	4.5	
CJ <sub>1</sub> .When an interesting project comes along, I offer myself proactively as project co-worker	4.7	0.65
CJ <sub>2</sub> .If there are new developments, I am one of the first to learn about them and try them out	4.7	0.87
CJ <sub>3</sub> .When there is not much to do at work, I see it as a chance to start new projects	4.5	0.90
CJ <sub>4</sub> .I try to make my work more challenging by examining the underlying relationships between aspects of my job	4.5	0.87
CJ <sub>5</sub> .I regularly take on extra tasks even though I do not receive extra salary for them	4.1	0.78
<b>Increasing social job resources (SJ)</b>	4.4	
SJ <sub>1</sub> .I ask colleagues for advice	4.6	0.87
SJ <sub>2</sub> .I ask whether my supervisor is satisfied with my work	4.5	0.87
SJ <sub>3</sub> .I look to my supervisor for inspiration	4.5	0.90
SJ <sub>4</sub> .I ask my supervisor to coach me	4.2	0.87
SJ <sub>5</sub> .I ask others for feedback on my job performance	4	0.78
<b>Transformational leadership</b>	4.3	
<b>Idealized influence (II)</b>	4.4	0.78
II <sub>1</sub> . Hotel leaders go beyond their self-interest for the greater good of the organization	4.7	0.87
II <sub>2</sub> . Hotel leaders instill pride in followers (charismatic)	4.5	0.87
II <sub>3</sub> . Hotel leaders display sense of power and confidence	4.5	0.90
II <sub>4</sub> . Hotel leaders emphasize collective mission	4.5	0.87
II <sub>5</sub> . Hotel leaders talk about employees' most important values and beliefs	4	0.78
<b>Inspirational motivation (IM)</b>	4.40	
IM <sub>1</sub> . Hotel leaders talk about what needs to be accomplished	4.5	0.90
IM <sub>2</sub> . Hotel leaders express confidence that goals will be achieved	4.5	0.78
IM <sub>3</sub> . Hotel leaders encourage team spirit and general enthusiasm	4.5	0.87

IM <sub>4</sub> . Hotel leaders talk optimistically about future	4.2	0.91
IM <sub>5</sub> . Hotel leaders create exciting image of what is essential to consider	4.2	0.90
IM <sub>6</sub> . Hotel leaders articulate a compelling vision for the future	4.2	0.87
<b>Individualized consideration (IC)</b>	<b>4.30</b>	
IC <sub>1</sub> . Hotel leaders spend time coaching and teaching followers	4.5	0.64
IC <sub>2</sub> . Hotel leaders identify differing needs, abilities, and aspirations for team members	4.5	0.78
IC <sub>3</sub> . Hotel leaders promote self-development	4.5	0.87
IC <sub>4</sub> . Hotel leaders help develop others' strengths	4.2	0.90
IC <sub>5</sub> . Hotel leaders treat team members as individuals	4	0.90
IC <sub>6</sub> . Hotel leaders listen to others' concerns	4	0.90
<b>Intellectual stimulation (IS)</b>	<b>4.2</b>	
IS <sub>1</sub> . Hotel leaders encourage on-traditional thinking	4.5	0.90
IS <sub>2</sub> . Hotel leaders suggest new ways of looking at completing assignments	4.5	0.78
IS <sub>3</sub> . Hotel leaders seek differing perspectives	4	0.91
IS <sub>4</sub> . Hotel leaders get others to look at problems from differing angles	4	0.87
IS <sub>5</sub> . Hotel leaders re-examine critical assumptions	4	0.87
<b>Psychological capital</b>	<b>4.3</b>	
<b>PsyCap: hope (HO)</b>	<b>4.5</b>	
HO <sub>1</sub> . At the present time, I am energetically pursuing my goals	4.6	0.87
HO <sub>2</sub> . If I find myself in a jam at work, I can think of many ways to get out of it	4.5	0.91
HO <sub>3</sub> . I can think of many ways to reach my current goals	4.5	0.78
HO <sub>4</sub> . At this time, I am meeting the work goals I have set for myself	4.5	0.90
HO <sub>5</sub> . There are lots of ways around any problem that I am facing now	4.3	0.90
<b>PsyCap: self-efficacy (SE)</b>	<b>4.4</b>	
SE <sub>1</sub> . I feel confident contacting people outside my hotel (e.g., customers) to discuss problems	4.7	0.85
SE <sub>2</sub> . I feel confident analyzing a long-term problem to find a solution	4.5	0.87
SE <sub>3</sub> . I feel confident in presenting my work area in meetings with management	4.5	0.87
SE <sub>4</sub> . I feel confident helping to set targets/goals in my work area	4.5	0.78
SE <sub>5</sub> . I feel confident contributing to discussions about my hotel's strategy	4	0.90
<b>PsyCap: resilience (RE)</b>	<b>4.2</b>	
RE <sub>1</sub> . I feel I can handle many things at a time at my job	4.7	0.90
RE <sub>2</sub> . I can be "on my own," so to speak, at work if I have to	4.5	0.87
RE <sub>3</sub> . I usually take stressful things at work in my stride	4.5	0.90
RE <sub>4</sub> . I can get through difficult times at work because I've experienced difficulties before	4.5	0.78
RE <sub>5</sub> . When I have a setback at work, I have no trouble recovering from it and moving on	3	0.91
<b>PsyCap: optimism (OP)</b>	<b>4.1</b>	
OP <sub>1</sub> . I always look on the bright side of things regarding my job	4.7	0.87
OP <sub>2</sub> . If something can go wrong for me work-wise, it will	4.5	0.91
OP <sub>3</sub> . I'm optimistic about what will happen to me in the future as it pertains to work	4.5	0.90
OP <sub>4</sub> . I approach my job as if every cloud has a silver lining	4	0.90
OP <sub>5</sub> . In my job, things work out the way I want them to	3	0.78

The results in table 2 showed that the mean score as regards employees' PsyCap, the results in table 2 clearly stated that the mean score of the overall PsyCap was 4.3. The results also showed that PsyCap dimensions (hope, self-efficacy, resilience, and optimism) had means of 4.5, 4.4, 4.2, and 4.1, respectively. This indicates that employees, in general, had acceptable PsyCap. Similarly, these findings were emphasized by many previous scholars (e.g. Min et al., 2015; Karatepe and

Talebzadeh, 2016; Cheng et al., 2018; Hwang and Han, 2018; Newman et al., 2018).

However, it is clear from this table that all PsyCap items had average scores of 4 and above 4 except two items RE<sub>5</sub> and OP<sub>5</sub> which had the same mean score of 3. Concerning RE<sub>5</sub> (i.e., when I have a setback at work, I have no trouble recovering from it and moving on), this problem arose because the employees may not possess enough resilience, which made them unable to continue the work, so

hotel leaders should help their employees to be open to new experiences and flexible in the face of changing demands. Also, employees should have more emotional stability when faced with adversity (Tugade and Fredrickson, 2004; Probst et al., 2017). Regarding OP<sub>5</sub> (i.e., in my job, things work out the way I want them to), hotel leaders should help their employees to overcome this problem by increasing their optimism as well as facilitating work conditions. In addition, hotel employees should view obstacles to goal accomplishment as

resolvable and use differential avoidance coping strategies (Probst et al., 2017).

4.4 Relationship between JC dimensions, TFL, and PsyCap

To indicate the relationship between the variables of JC, TFL, and PsyCap, correlations were measured. The results obviously exposed that, there were significant relationships among all these variables, as shown in tables 3, 4, and 5.

**Table 3**

Correlation between TFL and JC dimensions

		TFL	Increasing structural job resources
TFL	Pearson correlation Sig. (2-tailed) N	1 400	0.77 0.000 400
Increasing structural job resources	Pearson correlation Sig. (2-tailed) N	0.77 0.000 400	1 400
		TFL	Increasing social job resources
TFL	Pearson correlation Sig. (2-tailed) N	1 400	.74 .000 400
Increasing social job resources	Pearson correlation Sig. (2-tailed) N	0.74 0.000 400	1 400
		TFL	Increasing challenging job demands
TFL	Pearson correlation Sig. (2-tailed) N	1 400	0.82 0.000 400
Increasing challenging job demands	Pearson correlation Sig. (2-tailed) N	0.82 0.000 400	1 400
		TFL	Decreasing hindrance to job demands
TFL	Pearson correlation Sig. (2-tailed) N	1 400	0.80 0.000 400
Decreasing hindrance to job demands	Pearson correlation Sig. (2-tailed) N	0.80 0.000 400	1 400

Correlation is at the 0.05 level (2-tailed).

The findings in table (3) showed that there are positive relationships between TFL and the four dimensions of JC: increasing structural job resources (r= 0.77, Sig. <0.000); increasing social job resources (r= 0.74, Sig. <0.000); increasing challenging job demands (r= 0.82, Sig. <0.000); and decreasing hindrance job demands (r= 0.80,

Sig. <0.000). This means that if TFL increases, JC dimensions will increase. In addition, table (4) shows that there is a positive relationship between TFL and PsyCap (r= 0.64, Sig. <0.000). This means that if TFL increases, PsyCap will increase.

**Table 4**

Correlation between TFL and PsyCap (the mediating variable)

		<b>TFL</b>	<b>JC</b>
<b>TFL</b>	Pearson correlation	1	0.64
	Sig. (2-tailed)		0.000
	N	400	400
<b>JC</b>	Pearson correlation	0.64	1
	Sig. (2-tailed)	0.000	
	N	400	400

Table (5) shows that there are positive relationships between PsyCap and the four dimensions of JC: increasing structural job resources (r= 0.70, Sig. <0.000); increasing social job resources (r= 0.76, Sig. <0.000); increasing challenging job demands

(r= 0.85, Sig. <0.000); and decreasing hindrance job demands (r= 0.81, Sig. <0.000). This means that if PsyCap increases, JC dimensions will increase.

**Table 5**

Correlation between PsyCap and JC dimensions

		<b>PsyCap</b>	<b>Increasing structural job resources</b>
<b>PsyCap</b>	Pearson correlation	1	0.70
	Sig. (2-tailed)		0.000
	N	149	149
<b>Increasing structural job resources</b>	Pearson correlation	0.70	1
	Sig. (2-tailed)	0.000	
	N	149	149
		<b>PsyCap</b>	<b>Increasing social job resources</b>
<b>PsyCap</b>	Pearson correlation	1	0.76
	Sig. (2-tailed)		0.000
	N	149	149
<b>Increasing social job resources</b>	Pearson correlation	0.76	1
	Sig. (2-tailed)	0.000	
	N	149	149
		<b>PsyCap</b>	<b>Increasing challenging job demands</b>
<b>PsyCap</b>	Pearson correlation	1	0.85
	Sig. (2-tailed)		0.000
	N	149	149
<b>Increasing challenging job demands</b>	Pearson correlation	0.85	1
	Sig. (2-tailed)	0.000	
	N	149	149
		<b>PsyCap</b>	<b>Decreasing hindrance to job demands</b>
<b>PsyCap</b>	Pearson correlation	1	0.81
	Sig. (2-tailed)		0.000
	N	149	149
<b>Decreasing hindrance to job demands</b>	Pearson correlation	0.81	1
	Sig. (2-tailed)	0.000	
	N	149	149

Correlation is significant at the 0.05 level (2-tailed).

Furthermore, table (6) shows that there are positive relationships between TFL and the four dimensions of JC with PsyCap as a mediating variable: increasing structural job resources (r= 0.50, Sig. <0.000); increasing social job resources (r= 0.53,

Sig. <0.000); increasing challenging job demands (r= 0.64, Sig. <0.000); and decreasing hindrance job demands (r= 0.60, Sig. <0.000). This means that if TFL increases, JC dimensions will increase.

**Table 6**

Correlation between TFL and JC dimensions with PsyCap as a mediating variable

		PsyCap	Increasing structural job resources
PsyCap	Pearson correlation Sig. (2-tailed) N	1 400	0.50 0.000 400
Increasing structural job resources	Pearson correlation Sig. (2-tailed) N	0.50 0.000 400	1 400
		PsyCap	Increasing social job resources
PsyCap	Pearson correlation Sig. (2-tailed) N	1 400	0.53 0.000 400
Increasing social job resources	Pearson correlation Sig. (2-tailed) N	0.53 0.000 400	1 400
		PsyCap	Increasing challenging job demands
PsyCap	Pearson correlation Sig. (2-tailed) N	1 400	0.64 0.000 400
Increasing challenging job demands	Pearson correlation Sig. (2-tailed) N	0.64 0.000 400	1 400
		PsyCap	Decreasing hindrance to job demands
PsyCap	Pearson correlation Sig. (2-tailed) N	1 400	0.60 0.000 400
Decreasing hindrance to job demands	Pearson correlation Sig. (2-tailed) N	0.60 0.000 400	1 400

Correlation is significant at the 0.05 level (2-tailed)

*4.5. Regression results of TFL and PsyCap with JC dimensions*

As shown in tables 7, 8, and 9, three multiple regression analyses were used to examine the direct impact of TFL on JC dimensions and the effects of PsyCap on the relationship between TFL and JC, and to do that the Baron and Kenny (1986) method was used where mediation was tested.

The first regression analysis was conducted to assess the degree of influence of TFL on the four dimensions of JC. As shown in table 7, they all were found to be significantly affected by TFL [i.e., increasing job challenge demands (R-square=.85, P-value=.000); decreasing hindrance job demands (R-square =.80, P-value=.000); increasing social job resources (R-square=.75, P-value=.000); increasing structural job resources (R-square=.70, P-value=.000)], respectively.

Hypotheses 1, 2, 3, and 4 predicted that TFL would have a positive effect on the four dimensions of JC. Based on the previous regression results, these four hypotheses are supported. The findings showed that employees, who perceive that TFL is practised in their hotels, have higher levels of skills in all four types of JC.

These results provided support for the assumption of Bass (1985) who stated that TFL induces employees to work beyond expectations. Also in this regard, several researchers (e.g. Den Hartog and Belschak, 2012; Schmitt et al., 2016; Safavi and Bouzari, 2020) found a positive relationship between TFL and JC. In addition, these findings are in agreement with those of Tung’s (2016) and Ma et al. (2018) who showed that leadership boosts subordinates’ work crafting.

**Table 7**

TFL influencing job crafting dimensions

TFL	Un-standardized coefficients			Sig.	Model statistics
	B	Std. Error	R-square		
Constant	0.001*	0.000		0.000	<i>F: 11.0054</i>
Increasing challenging job demands	0.003	0.001	0.85	0.000	
Decreasing hindrance job demands	0.018	0.002	0.80	0.000	
Increasing social job resources	0.020	0.002	0.75	0.000	
Increasing structural job resources	0.010	0.000	0.70	0.000	

Regression equation can be formed as  $TFL = .001 + .003 \text{ increasing challenging job demands} + .018 \text{ decreasing hindrance job demands} + .020 \text{ increasing social job resources} + .010 \text{ increasing structural job resources}$

The second regression analysis (see table 8) revealed that, TFL was found to significantly affect PsyCap (R-square =.67, P-value=.000). The third regression analysis (see table 9) revealed that PsyCap was found to significantly affect the four dimensions of JC [i.e. increasing job challenge demands (CJ) (R-square=.87, P-value=.000); decreasing hindrance job demands (HJ) (R-square =.85, P-value=.000); increasing social job resources (SJ) (R-square=.77, P-value=.000);

increasing structural job resources (STJ) (R-square=.71, P-value=.000)], respectively. In addition, the positive influence of TFL on JC was reduced but remained significant [i.e., increasing job challenge demands (R-square=.67, P-value=.000); decreasing hindrance job demands (R-square =.62, P-value=.000); increasing social job resources (R-square=.56, P-value=.000); increasing structural job resources (R-square=.55, P-value=.000)], respectively.

**Table 8**

TFL influencing PsyCap (the mediating variable)

Variables	Un-standardized coefficients			Sig.	Model statistics
	B	Std. Error	R-square		
Constant	0.002	0.023		0.000	<i>F: 11.0123</i>
TFL	0.011	0.022	0.67	0.000	

To test the mediating mechanism of PsyCap proposed in the hypotheses 5, 6, 7, and 8, the Baron and Kenny (1986) method was used where mediation was tested through three regression analyses. Based on all three regression results (see tables 7, 8, and 9), the following three conditions recommended by Baron and Kenny (1986) were met to confirm mediation: (1) the independent variable (i.e. TFL) was found to be a significant predictor of the dependent variable (i.e. JC dimensions) in the first regression equation; (2) the independent variable (i.e. TFL) was found to significantly affect the mediator (i.e. PsyCap) in the second regression equation; and (3) the mediator (i.e. PsyCap) was shown to significantly affect the dependent variable (i.e. JC dimensions) in the third equation when the independent variable

and the mediator were simultaneously entered into the regression model.

Additionally, regarding the third condition, there are two types of mediation. First, the full mediation occurs when the independent variable no longer significantly affect the dependent variable. Second, the partial mediation is present when the independent variable's effect on the independent variable is reduced but the direct effect is still significant (Baron and Kenny, 1986).

Thus, PsyCap partially mediated the effect of TFL on the four dimensions of JC, confirming H5, H6, H7, and H8. These results indicated that if TFL increases PsyCap, then JC dimensions will be affected as well. Similarly, Tung (2016) found that leadership positively influences the psychological state of employees, further motivating them to craft their jobs.

**Table 9**

TFL with PsyCap (the mediating variable) influencing JC dimensions

Variables	Un-standardized coefficients												Sig.	Model statistics	
	B				Std. Error				R-Square						
	CJ	HJ	SJ	STJ	CJ	HJ	SJ	STJ	CJ	HJ	SJ	STJ			
Constant	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0.001							
<b>PsyCap</b>	0.011	0.001	0.014	0.004	0.001	0.003	0.002	0.001	0.87	0.85	0.77	0.71			
<b>TFL</b>	0.001	0.012	0.003	0.002	0.000	0.002	0.012	0.000	0.67	0.62	0.56	0.55	0.000	F: 11.0106	

Regression equation can be formed as **PsyCap** = .001 + .011 **CJ** +.001 **HJ** + .014 **SJ** +.004 **STJ**

Regression equation can be formed as **TFL** = .001+ .001 **CJ** +.012 **HJ** + .003 **SJ** +.002 **STJ**

**CJ**: Increasing challenging job demands; **HJ**: Decreasing hindrance job demands; **SJ**: Increasing social job resources; **STJ**: Increasing structural job resources

### 5 Conclusions and implications

The study highlighted three main findings. First, TFL has a positive effect on the four dimensions of JC. Second, employees’ PsyCap mediated the effect of TFL on the four dimensions of JC. Third, all demographic and employment characteristics had positive effect on employees’ JC.

Besides, the findings contributed to a broader understanding of TFL and JC concepts in hotels as well as emphasized the importance of employees’ PsyCap as a mediating variable that affected the impact of TFL on employees’ JC. Accordingly, the present study contributed to the current knowledge base by enriching the TFL and JC literature. Moreover, the research on TFL and JC was also expanded to include Egyptian hotels. This expansion is essential for achieving a deeper understanding of TFL and JC. Furthermore, this study could be useful for hotels in the following:

(1) Based on the results of the study, it is very important for hospitality practitioners to keep in mind the existing theoretical and practical relationship between TFL and JC of the employees. It is suggested that hotel management should maintain the employees’ level of JC by continuing with the good practice of TFL in hotels. In order for this to occur, hotel leaders should be involved in leadership training programs to learn how to apply TFL style on an ongoing basis.

(2) The results emphasized the mediating role of PsyCap and indicated that TFL with a high level of employees’ PsyCap make them more willing to craft their jobs. Therefore, hotels should help employees improve all dimensions of PsyCap, especially resilience and optimism. Concerning employees’ resilience, leaders should help them to

be open to new experiences and flexible in the face of changing demands. Also, leaders should help their employees to increase their optimism as well as facilitate work conditions.

In addition, management should increase crucial positive factors that contribute to enhancing employees’ PsyCap (e.g., ethical climates, supportive organizational climate, professional characteristics, and individual differences) as well as reduce negative factors, such as negative work-life and experiences (Çimen and Özgan, 2018).

(3) Hotel management should pay attention to employees’ gender, age, educational level, department, and tenure. As regards the demographic characteristics (gender, age, and education), the study results showed that male, older, and more educated employees are more skilled at crafting their jobs than younger and female, and less educated employees, and this requires that hotel management take into account helping them by providing effective training programs that enable them to develop their skills to be capable of crafting their jobs.

Regarding employees’ tenure, human resource management in hotels should also help employees with shorter tenure craft their jobs by providing them with opportunities for job rotations so that they can gain different experiences and capabilities. With regard to department, management should pay more attention to JC behaviours of employees in other departments in addition to front office department.

### 6 Limitations and directions for future research

Although the results discussed above provided meaningful implications for hospitality

practitioners, this study has several limitations that also pave the way for further research. The sample includes only hotels from one city in Egypt (i.e. Cairo) and this may weaken the generalization of the research results. Future studies could extend the research on the relationship between TFL, PsyCap, and JC to the other Egyptian cities. Similarly, this research was conducted only on hotels. Therefore, in order to generalize the findings of the study, investigating other hospitality settings (e.g. restaurants) by future research is strongly recommended. Another limitation of this research is that it focused on the influence of TFL only on employees' JC. However, besides exhibiting TFL, leaders also demonstrate other leadership styles (such as servant, authentic, and empowering leadership) to assist their organizations with inducing employees' JC. Therefore, future studies could also identify the effect of other styles of leadership on employees' JC. An additional limitation of this study is that it examined the TFL, JC, and PsyCap only from employees' viewpoints. Further research is also recommended for examining hotel managers' viewpoints regarding these variables in order to clearly understand the impact of TFL and PsyCap on employees' JC in hotels..

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