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Core Job Characteristics and Personal Work Outcomes: The Mediating Role of Critical Psychological States: Empirical Evidence from Northern Cyprus Hotel Sector

Mohammad SLEIMI[1], Malek Bakheet ELAYAN[2], Lamar ABU HAJLEH[3]

[1] Business and Economic Faculty, Palestine Technical University – Kadoorie, Tulkarm, Palestine, mohammad.sleimi@ptuk.edu.ps

[2] Institute of Public Administration - IPA, Riyadh, Saudi Arabia, elayanm@ipa.edu.sa

[3] Higher Education Faculty, Near East University, Girne, Northern Cyprus, lamar.a.hijleh@gmail.com

Background and purpose: The purpose of this study is to investigate the relationship between core job characteristics (CJC) and personal work outcomes (OUT), as well as the roles of experienced meaningfulness of work (EMW) and experienced responsibility for outcomes of work (EROW) in mediating the CJC–OUT relationship. Specifically, this study attempts to examine the effectiveness of CJC in improving EMW and EROW and to shed light on the roles of EMW and EROW in enhancing the OUT of employees in the Northern Cyprus hotel sector.
Methods: This study adopted a quantitative approach to collect and analyze the data from 420 tourism stakeholders in Northern Cyprus hotel sector. A partial least squares (PLS) technique using Smart-PLS was applied to test the direct relationships within the research model and determine any mediating effects.
Results: The analysis revealed strong support for meaningfulness of work and experienced responsibility for outcomes of work acting as partial mediators in the relationship between core job characteristics and personal work outcomes. Moreover, core job characteristics was found to have a reasonable direct effect on personal work outcomes, experienced meaningfulness of work, and experienced responsibility for outcomes of work.
Conclusion: The current study points to the importance of including experienced meaningfulness of work and experienced responsibility for outcomes of work as mediating variables to understand better the relationship between core job characteristics and Personal work outcomes. Several theoretical and practical implications are included before pinpointing the directions of potential future studies that makeup on the evidence-based argument regarding the results of this study. Lastly, top management in hotel sector would benefit from job redesign because the results demonstrated that the core job characteristics have a positive effect on their work outcomes.

Keywords: *Core job characteristic, Experienced meaningfulness, work outcome*

1 Introduction

The role of human resource management is to organise and handle individuals within the workplace environment (Huang and Su, 2016). Within a real work environment, each person's work consists of several tasks or duties/roles and is dependent on specific circumstances that give a level of speciality to this work. On the other hand, individual personalities and preferences, by their very nature, vary from one person to another, and these differences usually

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lead to several attitudes and behaviours being expressed within the workplace environment. Under these complex conditions, the aim of management is to achieve optimal employee performance and business output (Grant, 2007). Thus, job design can be an invisible guiding hand that leads to making a vital connection between individuals' needs and management goals is not saturated (Baig and Zaid, 2020; Luz et al., 2018). Nowadays, the determination and distribution of tasks for every job within an organization play a vital role in attaining organizational goals by increasing employee performance (Tang et al., 2017). However, identifying and allocating such tasks is not easy and is considered a major organizational challenge (Siengthai and Pila-Ngarm, 2016). Moreover, when these tasks and duties are not distributed well, this can lead to negative effects instead of positive ones, and ultimately to failure in human resource management practices (Grant, 2007).

In this context, individual performance cannot be considered a luxury in any sector or organization. Instead, it is an essential issue for all modern, forward-thinking organizations and cannot be ignored. Abuhjeeleh et al. (2019) indicated that the five-star hotel workplace in particular suffers from several negative elements such as: low employee motivation, high work stress, conflicts of tasks among team members, instances of poor productivity, all of which are a result of not getting the appropriate job design for their tasks and because of some shortcomings in their managers' motivational practices. Consequently, Al-Hawary and Al-Smeran (2017) asserted that the shortcomings in job designs and motivational systems can negatively affect individual performance. Therefore, the following question arises: How can management give employees tasks and duties to meet organizational goals that will also improve employee satisfaction and achieve the optimal individual performance level?

The workers in a five-star hotel can have a positive effect on the overall image of the hotel. However, that is not all, their importance goes beyond the scope of their own job and can have several positive impacts within the wider tourism industry environment, such as increasing customer satisfaction with a destination maximising occupancy rate opportunities (Amin, 2016). The current study seems to be one of only a few empirical studies in the hotel sector in order to highlight job design as a useful non-material motivational tool. Why? Because, when hotel employees are internally motivated, they should offer a better service to their customers. In addition, how this aspect can be utilized to improve the sector. Lastly, evidence from the literature shows a clear shortage of empirical studies that focus on the role of job design and its relationship with motivation, especially in the context of Northern Cyprus and the hotel sector in particular (Krambia-Kapardis et al., 2016).

2 Literature Review

2.1 Core job characteristics

Hackman and Oldham first developed the CJC concept in their job characteristics model which they proposed in 1974 (Astrauskaite et al., 2015). According to Park's (2017) definition, CJC involves the factors that able to motivating employees internally. This means that under appropriate workplace conditions, employees are internally motivated to perform their roles effectively. The job characteristics model describes five job dimensions that are linked to positive personal- and work-linked results. The dimensions are job autonomy, feedback, task identity, task significance, and variety. A lack of these dimensions of CJC has been identified by Kim et al. (2020) as contributing to lower motivation, lower job satisfaction, reduced work quality, and higher absenteeism and staff turnover. It has also been reported by (Grant, 2007), that CJC has an ultimate impact on OUT, with psychological states acting as a mediator between job characteristics and OUT. Accordingly, the CJC concept has attracted immense interest among researchers who have sought to understand how CJC influence personal work outcomes and satisfaction in assigned functions (Wegman et al., 2018).

As this study focus on the linkage between CJC, three of the five dimensions of CJC have been chosen in the research model (i.e., skills variety, task identity, and task significance), because these three dimensions are considered to be closely associated with experienced meaningfulness comparing to autonomy and feedback dimensions which are linked with responsibility of outcomes and knowledge of results respectively (Hackman and Oldham, 1974). In this context, CJC has been defined in the work context as the condition where employees consciously think and feel certain things about their jobs, and it is these conscious thoughts and feelings that ultimately lead to personal work outcomes (Hackman and Oldham, 1974). The current study proposes that the possession of these CJC dimensions will largely influence the personal work outcomes (OUT).

According to Matilu and K'Obonyo (2018), CJC lead to success in outcomes of work when job satisfaction constructs, employee well-being, and employee competence are at play. However, there is limited research on the influences that job characteristics may have on the outcomes of the work of employees. Recently, Jasko et al. (2020) stressed that CJC are distinct, and their influence on the outcomes of work varies. Jasko et al. (2020) also pointed out that irrespective of the possession of similar CJC by a number of individuals, the job outcomes and success attributes will be distinct and unique to each of those individuals. Also, Matilu and K'Obonyo (2018) proposed

that the link between CJC and job outcomes is only evident when satisfaction and motivation lead to lower staff turnover and absenteeism. These considerations led to the development of the following hypotheses:

H1: Core job characteristics positively affect personal work outcomes.

Work outcomes have been defined by Rudolph et al. (2017) as the process in which individual feedback or knowledge on the extent to which an individual has been successful in their work roles is evident. This can be identified from the information obtained from production rates or even customer satisfaction scores. Likewise, Černe et al. (2017) pointed out that the obtained feedback contributes to a high level of knowledge among employees about the results of their work. Where the employee is offered appropriate feedback regarding their results, the level of motivation would be improved.

Johari et al. (2018) introduced the idea that job characteristics' behavioural and attitudinal constructs are applicable in measuring OUT. This later affirmed this is because a job design consists of the CJC that significantly influences the outcomes of employees' job performed at work. The revised model of job design affirmed this proposition by Garg and Rastogi (2006), who noted that job characteristics are a significant implication for employee performance. Kataria et al. (2013) also argued that outcomes could be enhanced or improved when specific job roles offer improved autonomy and challenges to employees. It is nevertheless worth noting that because the CJC of employees vary significantly, they are critical antecedents for determining the final outcomes of work.

On the other hand, experienced meaningfulness of work in organizations is substantially a recent concept and, as yet, minimal research has been carried out with reference to this construct. Stein et al. (2019) defined this construct as work experienced as mainly being significant. Bailey et al. (2019) noted that all jobs could be experienced as more and less meaningful roles in terms of principle. The foundation of work meaningfulness stems from a distinct source and it includes developing and becoming an individualised authentic self, being of service to other people, and expressing full individual potential (Sleimi and Davut, 2015). Importantly, lack of EMW is identified by Martela and Pessi (2018) as the inexistence of control over and the inability to see individual work value.

Summing up the definitions proposed in other studies, Stein et al. (2019) identified EMW as inclusive of meaningfulness in work and OUT. EMW is used to focus on the quality of the work, focusing on how the work roles are implemented. From the above definitions of EMW, it is evident that there is a significant appreciation that the construct is identified by the feeling that the work is significant, leading to increased autonomy. The reasons for a lack of EMW have not been evaluated in depth. However, Bailey et al. (2019). found that a lack thereof is mainly the result of the existence of feelings of self-estrangement, powerlessness, and lowered intrinsic fulfilment. These forms of experiences are equally inclusive of feelings of being used for a purpose other than one's own, being given tasks/roles that are seen as 'pointless', unfair treatment, failure to be recognised, feelings of being isolated and there being an absence of a supportive relationship. According to Lepisto and Pratt (2016), the of a lack of EMW identified characteristics may often manifest as alienation (i.e., the sense of being separated from oneself and personalised control) or having a sense of anonymity (i.e., the presence of uncertainties and ambiguities pertaining to the basic value of an individual's role at work). The existing gap in past studies on EMW is primarily related to the fact that they focused on the concept of EMW and its lack as an equivalent aspect despite the two concepts being conceptually and significantly distinct Lips-Wiersma and Morris (2009).

In introducing the concept of EMW, Aguinis and Glavas (2019) noted that EMW can act as a mediating variable of job characteristics and the extent to which it plays this role leads to positive outcomes for employees, for their organizations, and for external stakeholders. Similarly, Pierce et al. (2009) found that EMW could influence CJC and OUT, but not primarily in terms of providing jobs with more meaningfulness, but rather in terms of allowing independent operations in complex and rich jobs. This supports Astrauskaite et al. (2015), who described the autonomy factor of the Hackman and Oldham job characteristics model as the freedom and discretion of employees in deciding on how to carry out their own work. Therefore, the following hypothesis were formulated as follows:

H2: Core job characteristics positively affect experienced meaningfulness of work.

H3: Internal experienced meaningfulness of work mediates between core job characteristics and personal work outcomes.

Barrick et al. (2013), reviewed the literature on CJC and EMW and found evidence that EMW triggers the task-specific motivation process that then influences the attainment of a variety of OUT. Therefore, the following hypotheses was constructed:

H4: Experienced meaningfulness of work positively affects personal work outcomes.

Hackman and Oldham (1974) defined EROW as the individual's ability to feel personally accountable for the outcomes or results of their work or assigned tasks. This means that, for EROW to be present, the employee needs to be offered some degree of freedom in the performance of their role/tasks. They must be allowed to utilise this freedom to make appropriate decisions on how best to perform their job in terms of making changes to processes and scheduling decisions. Van Yperen et al. (2016) described EROW as the extent to which a job offers substantial freedom, independence, and discretion to people to undertake

their work activities and determine the procedures they apply in the implementation of their assigned tasks. Indeed, it has been noted that EROW is critical for establishing a successful sense of responsibility in employees (Daileyl and Kirk, 1992).

However, it is also essential to point out that EROW cannot exist in isolation as a single indicator; rather, it is also inclusive of latent constructs, such as resources. As affirmed by Johari et al. (2018), despite the majority of employees having the will to work within the broad constraints of an entity, they also require appropriate resources so that they can work with a certain amount of freedom. Furthermore, as evidenced by Gordon et al. (2018), job and personal resources are interlinked, with personal resources acting as an independent predictor of EROW. However, organizational resources are applied in the process of developing personal resources. This is more specifically identified in Batchelor et al. (2014) to include the critical psychological states detailing on EMW, gaining a professional responsibility for OUT. Therefore, the following hypothesis were constructed:

H5: Core job characteristics positively affect experienced responsibility for outcomes of work.

H6: Experienced responsibility for outcomes of work positively affects personal work outcomes.

Lastly, in testing the mediating roles of EMW and EROW on OUT, Aguinis and Glavas (2019) convincingly demonstrated that these two factors have moderating effects on OUT and CJC. In fact, when there is no direct link between CJC and OUT, this is an indication that there is no EMW or EROW. Based on the above, the following hypotheses was developed:

H7: Internal experienced responsibility for outcomes of work mediates between core job characteristics and personal work outcomes.

Based on the above discussion of the findings in the literature, a conceptual model was developed to attempt to reveal the relationship between CJC and OUT and whether EMW and EROW act as mediating variables between CJC and OUT. Figure 1 illustrates the conceptual model that guided this study and how the study hypotheses were related to the model.

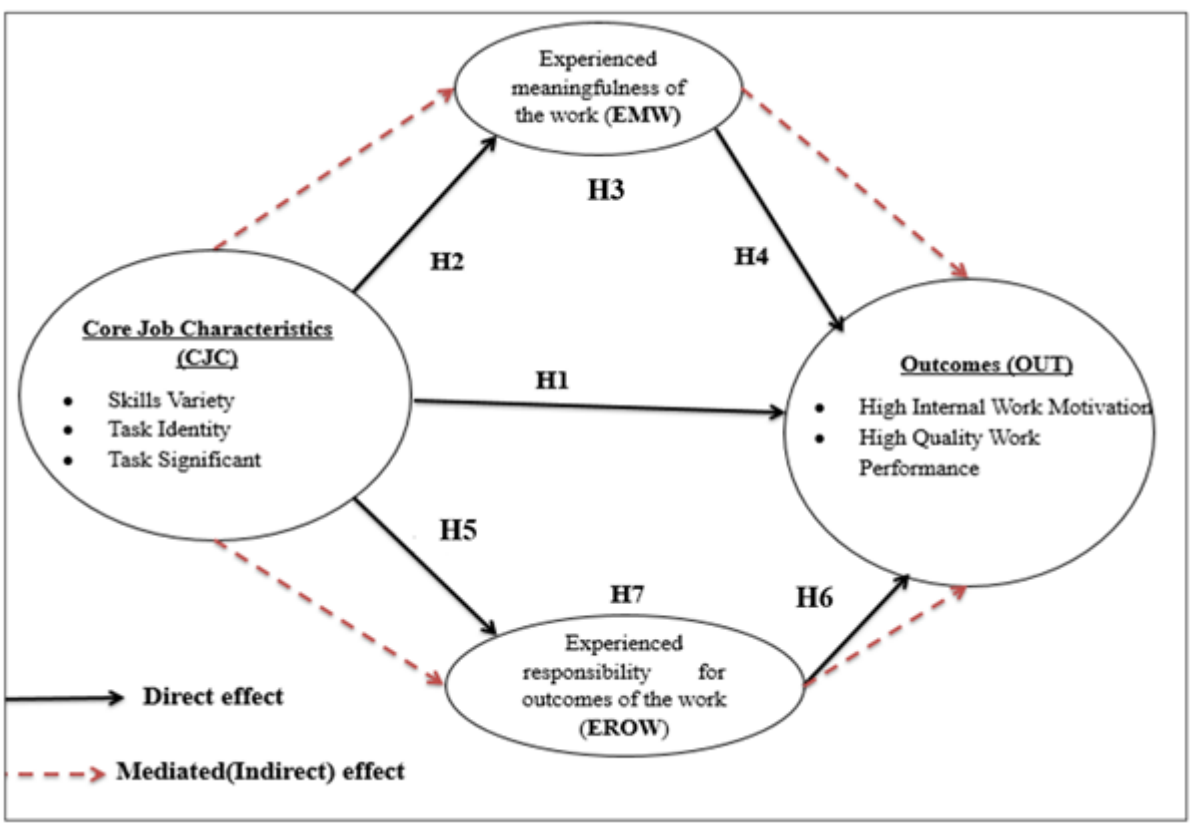


Figure 1: Conceptual research model

3 Methodology

This research aims to investigate the direct relationship between CJC and OUT and the indirect relationship through EMW and EROW in the context of Northern Cyprus. Regarding this aim, the positivism research technique was chosen as it is the best approach for causal\ impact relationships of a set of variables (Malhotra et al., 2017). Thus, deductive and quantitative mechanisms were chosen to collect research data; this indicates that the questionnaire represents the main tool for gathering the needed data due to its ability to make it easier for measuring variables relationships and to test the research hypothesis (Malhotra et al., 2017). A simple random sampling technique was used to determine the needed sample size. The population was 5930 potential respondents. According to Sekaran (2003, 2006), and relying on 95% confidence level and 5% margin error, 365 is the minimum sample size needed for this population size.

For this research, SMART PLS software has been selected due to its ability to deal with structural equation modelling (SEM) analysis (Hair et al., 2013). Lee et al. (2011) asserted that structural equation modelling (SEM) represents one of the best techniques to analyse business studies especially studies that contain a wide range of direct and indirect variables.

3.1 Questionnaire design

A survey questionnaire was employed to test the comprehensive model developed for this study. As this study relied on the job characteristics model by Hackman and Oldhman and for more measurement accuracy, all questionnaire items were adapted from Hackman and Oldham (1974) study and modified to be applicable for research scope and population nature. This process in fact can prove the reliability and validity of the research instrument (Sekaran, 2006). Before administering the questionnaire, several steps were undertaken to check its validity and consistency. First, a group of five academics experts reviewed the survey and proposed sides modifications. After that, a pilot test was conducted in which 30 completed surveys were analysed using SPSS v23 software to test the reliability of the instrument. In the pilot testing phase, the reliability test and the if-item-deleted test were used. The reliability test clarifies how closely questionnaire paragraphs are related to each other as a group. The if-item-deleted test allows the researcher to exclude any questions which harm instrument reliability. In addition, a Cronbach's alpha test was performed for each group of variables and the instrument as a whole, and it was found that all of the Cronbach's alpha values were higher than the lowest level of acceptance of 0.70 (Collis and Hussey, 2013; Sleimi, 2020). Thus, the internal consistency was acceptable for the instrument and for each group of questions related to one variable.

The final version of the survey contained 29 sentences (items) for assessing the research variables. Survey organization has four main variables namely: core job characteristics (CJC) 12-items, experienced meaningfulness of work (EMW) 4-items, and experienced responsibility for outcomes of work (EROW) 5-items, and personal work outcomes (OUT) 8 items. Respondents were requested to evaluate their opinion for each item using a 5-point Likert scale 1-strongly disagree and 5-strongly agree. The survey was written in the English language. It was not converted into Turkish language "Country Language" because it was judged that the potential respondents would mostly likely be fluent in the English language and would have sufficient experience in the tourism sector.

3.2 Data collection

Data was collected in Northern Cyprus in 2020. The survey was targeted at some of the Northern Cyprus tourism stakeholders as the study community because they are the main players in shaping the marketing efforts for Northern Cyprus as a tourist destination. Accordingly, the study population consisted of managers of 3- to 5-star hotels in Northern Cyprus, sales and marketing directors of 3- and 5-star hotels in Northern Cyprus, and first-line employees of 3- to 5-star hotels in Northern Cyprus. This type of population was chosen because it consists of the most qualified people who can provide accurate information regarding the destination of Northern Cyprus.

A total of 700 sets of questionnaires were sent via email to hotel managers from the beginning of September 2020 until the end of December 2020. A total of 580 questionnaires were returned. Among the 580 retrieved questionnaires, only 420 were complete and were thus usable; this represents a response rate of 60%. The result showed that there was no substantial variance at $p < 0.05$, which indicated that non-response bias was not present.

4 Data Analysis and Results

4.1 Demographic data

Realizing the basic demographic statistics of the population is essential for carried by similar studies (Bouzari, 2012). Research data and regarding nationality composition showed that most of them come from the Republic of Turkey, then Africa and Asia (37.5%; 25.9%; 22.3) respectively. The findings indicating that a majority of the sampled expatriates are male 61.7% and 38.3 are female. About 41.6% of participants are less than 30 years old, 33% are between 31 and 39 years old, 18.3% are between

40 and 39 years and the residuals are 50 years old or more. Moreover, about 64.8% of the participants have bachelor's degrees; 24.6% have higher education degrees, while the rest have secondary certificates only. In terms of length of stay, 54.7% remain for 1-2 years in Northern Cyprus, 31% stay for less than one year while the rest stay for more than three years.

4.2 Hypothesized model

For this research work, SmartPLS3.2.7 software was employed to test H1 to H7. The structural equation modelling (SEM) technique was chosen due to its ability to deal with large numbers of variables and relationships (Hair et al., 2014).

Table 1: Results of the measurement model.

Reflective Constructs	Construct Items	Code	Item Loading	CR	AVE
Core job characteristics	The results of my efforts are clearly visible and identifiable.	TI1	0.787	0.916	0.553
	I make significant contributions to the final product or service.	TI2	0.756		
	The job provides me with the chance to completely finish the pieces of work I began.	TI3	0.812		
	The work is likely to significantly affect the lives and the well-being of other people.	TS1	0.838		
	This job is one where a lot of other people can be affected by how well the work gets done.	TS2	0.777		
	The job itself is very significant or important in the broader scheme of things.	TS3	0.758		
	The job requires me to do many different things at work, using a variety of skills and talents.	TV1	0.753		
	The job requires me to use a number of complex or high-level skills.	TV2	0.707		
	The job is not too simple or repetitive.	TV3	0.752		
Experienced meaningfulness of work	The work I do in this job is very meaningful to me.	EMW1	0.835	0.889	0.668
	Most people in this job feel that the work is beneficial or vital.	EMW2	0.880		
	Most people in this job feel there is a great deal of personal meaning in the work they do.	EMW3	0.810		
	Most people in this job find the work very meaningful.	EMW4	0.736		
Experienced responsibility for outcomes of work	It is vital in this job for me to care very much about whether or not the work gets done right.	EROW1	0.836	0.911	0.673
	I feel a very high degree of personal responsibility for the work I do in this job.	EROW2	0.824		
	Most people doing this job feel that whether or not the job gets done right is clearly their own responsibility.	EROW3	0.777		
	Most people doing this job feel a great deal of personal responsibility for the work they do.	EROW4	0.814		
	Whether or not this job gets done right is clearly my responsibility.	EROW5	0.848		
Personal work outcomes	I feel a great sense of personal satisfaction when I do this job well.	HIWM1	0.832	0.918	0.588
	I feel good and happy when I discover that I have performed poorly on this job.	HIWM2	0.827		
	My own feelings generally are affected very much one way or the other by how well I do in this job.	HIWM3	0.820		
	My opinion of myself goes up when I do this job well.	HIWM4	0.766		
	The overall quality of the supervision I receive in my work.	HQWP1	0.731		
	I feel I should personally take the credit or blame for the results of my work in doing this job.	HQWP2	0.771		
	I often have trouble figuring out whether I'm doing well or poorly in this job.	HQWP3	0.785		
	Most people doing this job feel good or happy when they find that they have performed the work well.	HQWP4	0.758		

Note: CJC: Core job characteristics; OUT: Personal work outcomes; EROW: Experienced responsibility for outcomes of work; EMW: Experience meanengfullness of work; TI: Task identity; TS: Task significance; TV: Task variety; HIW: High internal work motivation; HQW: High-quality work performance.

Table 1 shows the results of the measurement model in terms of convergent validity (as shown by average variance extracted (AVE)), composite reliability (CR) and item (factor) loadings. In this research, the measurement model included 29 reflective indicators. The initial test showed that three out of the 29 model indicators, namely, TS4, TI4 and TV4, recorded loading values that were less than the minimum acceptable level. Therefore, these indicators were eliminated to enhance model validity and the reliability results (see Figure 2). The CR value indicates the level of internal consistency of the reflective constructs. The cut-off point for CR is 0.7. Hence, Table 1 shows that all of the constructs of the model recorded an appropriate level of internal consistency. As for convergent validity, which is indicated by the AVE value, this value ranges from 0 to 1. Statistically, it should be more than 0.5 to prove that every construct is correlated with its indicators more than the other constructs)Ramayah et al., 2016). Table 1 shows that all of the AVE values were more than 0.5. Therefore, every construct in the model was able to explain more than 0.5 of the variance of the related indicators. Hence, convergent validity was confirmed.

Discriminant validity is another important test that was conducted because it is used to test whether the indicators of a construct are correlated together more than with other indicators that belong to another construct (Henseler and Sarstedt, 2013). The Fornell and Larcker test was used to check for discriminant validity. This test is based on cross-loading values. The results of this test showed that the AVE value for the correlation of every construct with itself was higher than the values of the correlation with the other constructs (see Table 2). Thus, discriminant validity was approved.

Table 2: Fornell–Larcker criterion

Constructs	Core job characteristics	Experienced meaningfulness of work	Experienced responsibility for outcomes of work	Personal work outcomes
Core job characteristics	**0.779**			
Experienced meaningfulness of work	0.748	**0.856**		
Experienced responsibility for outcomes of work	0.743	0.824	**0.890**	
Personal work outcomes	0.734	0.793	0.814	**0.767**

In addition, the heterotrait-monotrait ratio (HTMT) test was utilised to discriminant validity. According (Henseler et al., 2015; Sleimi et al., 2020), every construct the HTMT table must have a value of less than 0.85. The results of the test showed that this was the case. Furthermore, the Stone–Geisser Q^2 coefficient, the coefficient of determination (R2) and the relative effect size (f 2) for each construct were determined, and all the results were found to be satisfactory.

The final step in evaluating the structural model is to examine the research hypotheses by assessing the path coefficients. The results of testing of the hypothesised direct effects are displayed in Figure 2.

It was observed that the proposed model predicted 74.7% of the variance for OUT, 56.2% of the variance for EROW, and 56% the variance for EMW, through the analysis of Smart-PLS 30. This indicated that all of the standardised path coefficients were significant. The results supported all the direct relationship hypotheses (H1, H2, H3, H4 and H5). Table 5 summarises the results of hypothesis testing for the direct effect of CJC on the dependent variables.

The results in Table 3 show that the relationships between CJC and EMW, EROW and OUT are positive, supporting H1, H1 and H3, respectively. The results also show that the relationships between EMW and OUT and EROW and OUT are also positive, supporting H4 and H5, respectively.

Regarding the mediation test, the results in Table 4 show that EMW mediates the nexus between CJC and OUT, thus supporting H6. Similarly, EROW mediates the nexus between CJC and OUT; hence H7 is also supported.

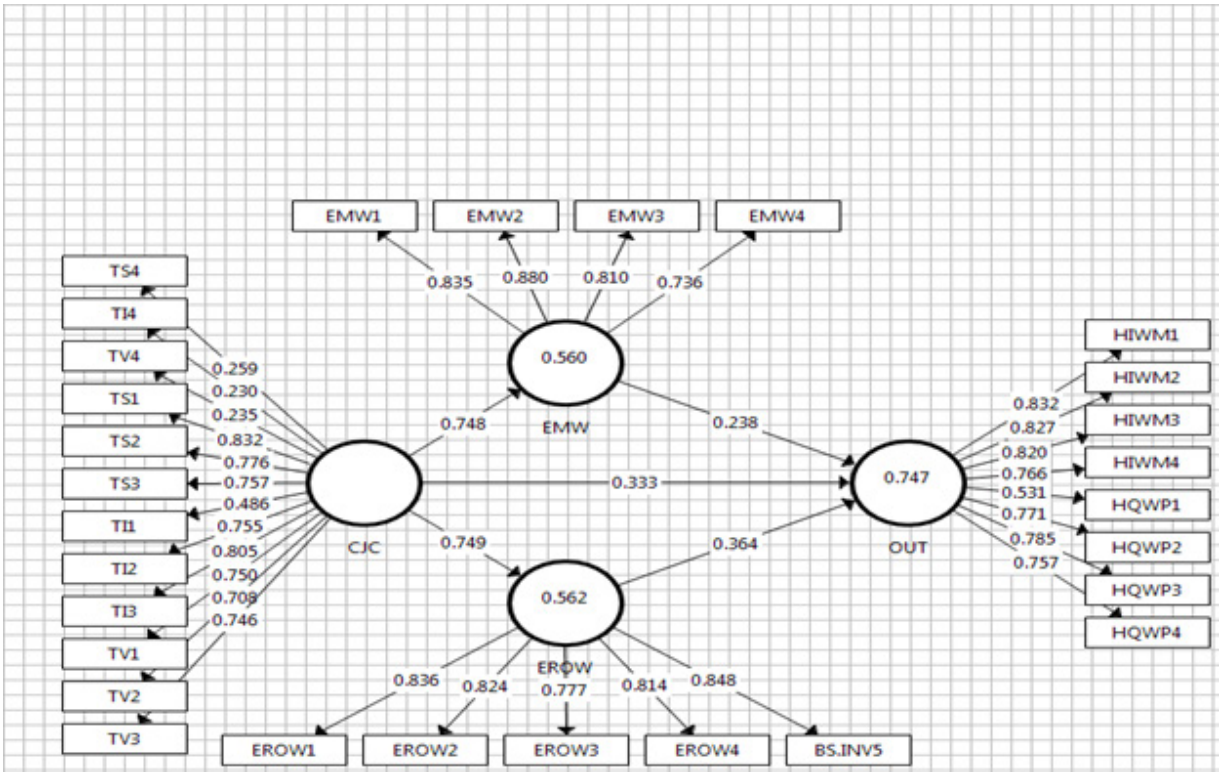


Figure 2: Measurement model

Table 3: Results of hypothesis testing of direct relationships

Path	(β)	Std. error	T-value	P-value	Result
Core job characteristics → Experienced meaningfulness of work	0.743	0.027	27.960	0.000	Supported
Core job characteristics → Experienced responsibility for outcomes of work	0.743	0.029	25.511	0.000	Supported
Core job characteristics → Personal work outcomes	0.325	0.051	6.394	0.000	Supported
Experienced meaningfulness of work→ Personal work outcomes	0.241	0.058	4.128	0.000	Supported
Experienced responsibility for outcomes of work → Personal work outcomes	0.370	0.062	5.987	0.000	Supported

Table 4: Results of mediation test (specific indirect effect)

Path	(β)	Std. Error	T- value	P-value	Result
Core job characteristics → Experienced meaningfulness of work→ Personal work outcomes	0.157	0.051	6.394	0.000	Supported
Core job characteristics → Experienced responsibility for outcomes of work → Personal work outcomes	0.398	0.039	11.794	0.000	Supported

5 Discussion

This research examined the nexus between CJC and OUT by investigating whether EMW and EROW play mediating roles in the CJC–OUT relationship. Based on the analysis, the results showed that there was a positive relationship between CJC and EMW (supporting H1). This finding supports Kim et al. (2020), which identified that CJC has a positive impact on motivation, job satisfaction, work quality, and lowers absenteeism and staff turnover. In a positive manner, Iqbal et al. (2018) identified that CJC directly influences employees' thinking and having specific aspects on their job roles eventually contributing to personal work outcomes such as job satisfaction and personal performance. The results also indicated that there was a significant relationship between CJC and EROW (supporting H2). This is in line with Gordon et al. (2018), who noted that job and personal resources are interlinked with personal resources being an independent predictor of EROW. It is these resources that are developed by integrating CJC in organizational operations.

In addition, a positive relationship was found between CJC and OUT (supporting H3). This finding supports Alkhateri et al. (2018), who found that CJC significantly impacts employee performance. Also, Garg and Rastogi (2006) noted that OUT is promoted through prioritising specific job functions because improving an event-specific job role generates improved autonomy and challenges for employees.

A positive relationship was also found to exist between EMW and OUT (supporting H4). Indeed, in the context of the Northern Cyprus hotel sector, this study asserted that EMW is a variable that can be identified as significantly affecting OUT, especially when direct and indirect effects are integrated (Abuhjeeleh et al., 2019). As noted by Martela and Pessi (2018), the significance of this relationship is particularly apparent where there is a lack of EMW, which occurs as a result of employees having a lack of control over their work and an inability to identify the value of their own work. Research results also supported Allan et al. (2018), who showed that EMW contributes to OUT through assisting others to contribute directly to the broader good of all stakeholders. This is done by creating a sense of meaning for an individual work function.

In addition, the current study also found a positive relationship between EROW and OUT (supporting H5). This finding is as expected because, as noted by Van Yperen et al. (2016), EROW influences the scope of existing freedom, independence and discretion of people in scheduling their job functions and in establishing relevant procedures to follow in implementing the allocated roles.

Finally, as regards the mediating roles of EMW and EROW in the CJC–OUT relationship, the results showed that both of these variables acted as mediators thus supporting H6 and H7, respectively. This finding is in line with Wegman et al. (2018), who noted that the psychological states of CJC lead to EROW and EMW that can increase internal work motivation, work quality and performance, and work satisfaction, and reduce absenteeism and staff turnover levels.

6 Concluding Remarks

6.1 Theoretical and practical implications

The current study has many implications for theory and practice. From the theoretical perspective, a wide range of studies have tested the direct relationship between CJC and OUT, but there is a comparative lack of research on the indirect relationship between these two variables. Therefore, the current study makes an important contribution to the literature by offering evidence to show that two mediating variables (ERW and EROW) have a productive impact on this relationship. Thus, this finding makes it more convenient for researchers to introduce other mediators to examine similar relationships and to build models to test those relationships in the future. A second theoretical contribution in this study is that the model proposed

was proved statistically. So, it would be a helpful tool for researchers who may investigate and predict such relationships within different sectors to gain knowledge on some vital theoretical and practical implications that could enhance organizational outcomes. In short, such work could provide more evidence about the positive impact of CJC, EROW, and EMW on OUT. Furthermore, this research examined the mediating role of EROW and EMW between CJC and OUT. The result showed that CJC has a reasonable positive direct and indirect impact on OUT, as indicated by remarkable positive relationships within the research model. Therefore, these findings underline the need for more exploration of these issues in this under-exploited research area.

From a practical perspective, this study's findings are relevant to human resource managers, line managers, and administrators in organizations in the Northern Cyprus hotel sector. The varying mediation of EROW and EMW in the attainment of CJC implies a need to adopt distinct human resource management systems to capitalise on the different knowledge and capabilities possessed by employees, which could lead to the attainment of different outcomes of work. By adopting this approach, human resource managers and other administrators of the Northern Cyprus hotel sector would be able to identify the strategic contributions of each of their various departments; this would then guide them in the implementation of CJC for the appropriate personal work outcomes. Also, as the direct and indirect impact of CJC was found to have a substantial influence on OUT, the market environment in which the Northern Cyprus hotel sector operates should be given priority. Hence, it is recommended that the Northern Cyprus hotel sector organizations review their policies regarding the role of CJC in OUT. Part of this would include the job design strategies that appreciate and increase a job role's motivational potential. This is done by prioritizing job rotation, job enlargement, enrichment, and simplification. Through this, the employees would be more motivated to adopt a set of skills in their job positions instead of doing a single thing repeatedly. The findings of this study behove the top management of these organizations to develop new job designs that consider EROW and EMW. These two variables can play a vital role in gaining superior employee and business performance benefits. However, as it is not easy to make and implement such design in a developing economy, building a national strategy within Northern Cyprus could encourage the hotel sector to alter their tourism curriculum to smooth this process. For the line managers, the outcome of this report is applicable in ensuring that they can successfully evaluate the job and provide better engagement to preferable link the different departments by integrating their core job characteristics with an organization's objectives. In particular, this is done by working collaboratively with employees to create an appropriate phenomenon and situation for all stakeholders and eventually increase engagement and productivity. Hence, the line managers would approach their job functions by facilitating and recognizing today's working and equally developing future-based jobs.

6.2 Research limitations

When considering the above findings, it is also important to evaluate the limitations of this study. The first limitation involved the utilization of direct and indirect effect measurements based on specific calculations for the variables. Secondly, a questionnaire survey was used to acquire data to evaluate the impacts of the different variables on each other. The questionnaire was used as a subjective measurement. Different scholars make an assumption that the different measures are appropriate in regard to social science studies. Hence, as a best practice in the future, researchers should focus on using different measurements to assess the relationships among the different variables.

Nevertheless, the best practice would have been to adopt this questionnaire form in conjunction with objective measurements. This would have then led to more robust outcomes in line with the convergent and discriminate validity (Rojas and Widiger, 2014). Finally, based on the literature reviewed for this study, it is evident that a limited number of sources have examined the effect of CJC on EMW and that they have done so in from the perspective of the senior administration of organizations. Hence, as a future best practice, researchers could opt to explore different concepts of CJC.

Moreover, this study was cross-sectional. By focusing on the Northern Cyprus Hotel Sector, this research involved sourcing data from the population at one specific point on time. In this cross-sectional study, multiple variables at a particular point of time. Hence, this limitation is that the analysis was not causal or relational but only used to evaluate the relationship of CJC and OUT. Still, there is a comparative lack of research on the indirect relationship between these two variables. Hence, it is not possible to understand what would happen in the future in the Northern Cyprus hotel sector in the areas of ELW, CJC, and OUT.

6.3 Originality/value

The research model developed for this study provides some valuable insights for job design because it shows that the utilisation of suitable mediators can help in the attainment of successful outcomes of work in the Northern Cyprus hotel sector. Thus, the results of the study are valuable not only for researchers, but also human resource managers and executives in tourism who wish to develop job design practices to stay ahead of the competition in

a hyper-competitive business environment. This research data was gathered from 3- to 5-stars hotels operating in Northern Cyprus. There is a possibility that data collected from such sectors or countries may yield different findings. Therefore, there is a need to prove these research results in other developing/developed countries' contexts to be sure that the effects of sector or country do not confound with existing findings.

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Mohammad Tahseen Sleimi (Corresponding Author): Assistant Professor and head of Industrial Management Department at Palestine Technical University - Kadoorei, Business and Economics Faculty. His research focuses on business administration, HRM, strategic management, logistic management, and knowledge management. He is a reviewer for several refereed journals. He has participated in several conferences as session chair. lastly, he has supervised several master's theses at Palestinian universities.

Malek Bakheet Elayan: Assistant Professor and the Specialist of Human Resources Development at Business Administration Department, The Institute of Public Administration (IPA), The Kingdom of Saudi Arabia, Riyadh. His work focuses on Human Resources Development and Management courses. He has participated as Session Chair & Presenter in "7th International Conference on Economics, Finance & Management Outlooks, Asian Research Development Wing, Research interests: HRM-Development Practices, E-HRM and Contemporary Business topics.

Lamar Abu Hajleh: Graduated from Near East University- Northern Cyprus. Her work focuses on the management field in general especially; risk management, financial management, and monetary institutions research.