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**The effect of leader-member exchange and job design on employees' performance in five-star hotels in Sharm El-Sheikh: Mediating effects of employees' organizational commitment**

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**Abstract**

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Workforce is considered the most crucial asset for an organization. Therefore, it is essential for the hotel's success and competitiveness to find effective ways to retain and motivate employees and enhance their performance. This research aims at examining the impact of leader-member exchange (LMX) and job design on employees' performance with the mediating role of organizational commitment in five-star hotels in Sharm El-Sheikh. A questionnaire-based survey was developed and used as a primary research method to gather data from 300 employees selected randomly from five-star hotels in Sharm El-Sheikh. Data were analyzed using the Partial Least Squares Structural Equation Modeling technique (PLS-SEM). The results revealed that LMX, job design and organizational commitment have a direct significant and positive impact on employees' performance. In addition, the antecedent variables (LMX and job design) indirectly influence employees' performance through the mediation effects of organizational commitment which acts as a partial mediator in this relationship. The study implied that managers and supervisors in hotels should develop and maintain strong relationships with their employees characterized with mutual respect, appreciation, and trust. Besides, leaders must review and design jobs considering the five attributes of the job characteristics model by Hackman and Oldham to enhance employees' motivation, commitment, and job performance.

**1. Introduction**

Employee engagement, motivation, and commitment are regarded as the organization's key success factors (Princy and Rebeka, 2019). The main objective of any organization is to find efficient instruments to motivate employees to perform better in their jobs and increase the organization's competitiveness (Wu and Lee, 2011). Organizational commitment remains one of the most critical challenges to organizations because it significantly affects employees' job performance and turnover (Chen and Francesco, 2003). There are various factors that influence employees' performance and organizational commitment which include organizational aspects, job characteristics and personal related aspects (Williams, 2002). Joo (2010) highlighted that LMX is considered an important antecedent predictor of

organizational commitment. In the same vein, Li et al. (2012) identified a favorable effect of LMX on the performance of followers and negatively influence employees' turnover (Harris et al., 2009; Kim et al., 2010). Garg and Rastogi (2005) added that a properly designed jobs significantly influences employee satisfaction and efficiency of performance.

LMX theory explains the reciprocal relationship and its quality between leaders and followers in the workplace (Graen and Scandura, 1987; Scandura and Pellegrini, 2008; Li et al., 2012). LMX is utilized as a substantial tool for analyzing the relationship between managers and, employees and forecasting business success. LMX emphasizes the establishment of dyadic relationships between the leaders and followers which leads to the formation of in-group and out-group members. Quality LMX relationships has linked to a variety of employee outcomes, including job performance, organizational commitment, and job satisfaction (Dulebohn et al., 2012). Employees in a high quality LMX relations who belong to the in-group category will get various benefits: larger support from leaders, participation in decision making and quick access to information than out-group employees (Farr-Wharton et al., 2011). Gerstner and Day (1997) conducted a meta-analysis on LMX and found that LMX is strongly correlated with employee competence, performance, motivation, commitment, and turnover intentions. Nevertheless, a range of other previous studies identified non-significant correlations between LMX and performance (Liden et al., 1993; Scandura and Pellegrini, 2008).

In recent years job design has gained a great significance among various organizations as it plays an effective role in motivating performance. For enterprises to successfully compete in the global market, it is crucial to design jobs that may reduce stress, boost motivation, and promote employee satisfaction as well as performance (Garg and Rastogi, 2005). The characteristics of the jobs that employees hold determine how well they perform their jobs. If staff are content with the characteristics of their job design, they will be more engaged in completing their allocated duties. This will ultimately have a favorable effect on their performance and lead to the achievement of the company's objectives. However, dissatisfied and/or demotivated employees with their job design often feel fatigued and unenthusiastic to work properly. They get to be a burden on the business if they retain, and they cost the company a lot of money if they leave in terms of high turnover costs (Zareen et al., 2013). The job characteristics model by Hackman and Oldham (1975) determines five essential job attributes (task identity, autonomy, skill variety, task significance, and feedback) that create positive psychological states of staff, which in turn influence personal and job-related consequences. The model predicts that employees would perform well on the job, be motivated, and be satisfied with their jobs to a high degree when the critical psychological states and the primary job characteristics are high.

Sepdiningtyas and Santoso (2017) highlighted that more thorough research is required to better understand how LMX and performance are related. Prior research revealed that empirical studies are highly needed to reveal the contradiction between previous academic literature on the impact of LMX on performance (Harris et al., 2009). Also, past research highlighted that very few empirical studies were undertaken to explore the issue of job design in the hospitality sector (Ozturk et al., 2014) particularly in the setting of developing countries (Zareen et al., 2013; Adagbabiri and Okolie, 2019) as well as little is known about its antecedents and effects as few research have looked at the relations between job design, organizational commitment, performance, and job satisfaction (Adil, 2017). Therefore, this study was undertaken to fill this research gap. The study intends to identify the direct influence of LMX and job design on employees' performance and assess the indirect effect of

these variables on the performance through the mediation of employees' organizational commitment in five-star hotels in Sharm El-Sheikh.

## 2. Literature review

### 2.1 Leader-Member Exchange (LMX)

LMX denotes to the kind of relationship that leaders form with each employee. The LMX emphasizes the dyadic connection between the leader and subordinate. It arose as a critique of other leadership theories that postulated that leaders would treat all employees equally. The key principle of LMX is that leader forms a different relationship with each follower (Graen and Scandura, 1987). LMX is a vital tool for preserving a positive working relationship between superiors and subordinates. Effective leader-member interactions that last longer will boost employees' dedication and performance (Maslyn and UhlBien, 2001). LMX determines the degree to which subordinates and leaders have established a reliable, self-sufficient, and advantageous working relationship. LMX involves three main parts: leaders, followers, and the exchange relationship between them (Graen and Uhl-Bien, 1995). Li et al. (2012) emphasized the significance of LMX for influencing employees' work attitudes and enhancing the quality of services in the hospitality industry.

According to LMX, leaders typically divide subordinates into two categories known as in-group and out-group members. Subordinates of the in-group build stronger and more intimate relationships with their leaders that are referred to high quality relationships. Such relationships lead subordinates to carry out tasks beyond job descriptions (Graen and Uhl-Bien, 1995). High quality leader-member interactions lead to fewer employees leaving their jobs, better performance, chosen work assignments, a favorable attitude toward work, involvement in the decision making, greater job engagement, and quicker career advancement (Liden et al., 1993). Conversely, staff of the out-group develop low quality LMX with their leaders that are distinguished by formal relations, low degrees of confidence, little assistance, one-way influences (from superiors to subordinates), little interaction, and in such relationship, employees perform only what is demanded from them in job role (Sepdiningtyas and Santoso, 2017).

Moreover, members of in-group will be given greater respect and consideration, as well as potential benefits including increased autonomy, flexibility, and opportunity for incentives and advancement. In return, they will respect, value, and support the leader for this relationship. Other followers who classified as out-group members will get less time and care from their leaders and have fewer chances to gain rewards. Their relationship with their leaders will only be restricted to a formal working one (Graen and Uhl-Bien, 1995). Gerstner and Day (1997) added that staff in low quality LMX are more inclined to perform routine duties, receive less help from superiors, less motivated and, feel worse about the company and their workplace. They frequently have greater intentions for turnover.

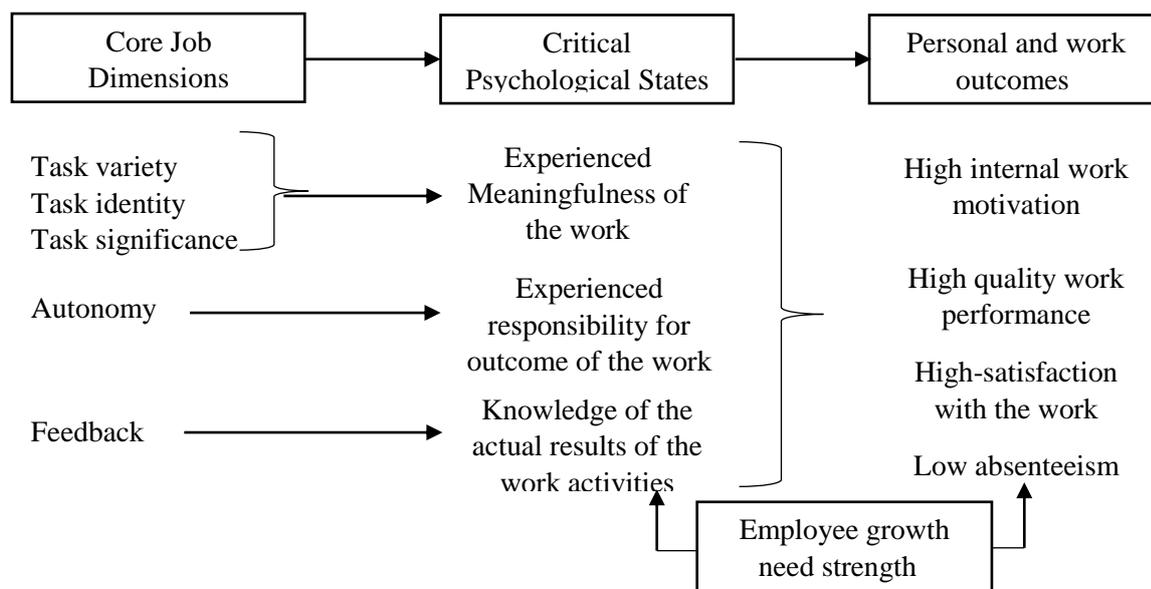
### 2.2 Job Design

Job design establishes the job's content, procedures, and relations to fulfill the job's requirements for effectiveness, productivity, and quality as well as satisfying the employee's personal needs, which raises employee engagement levels (Armstrong, 2009). A proper designing of jobs helps enterprises to create the alignment between the employee and the job that is necessary to maintain the person's psychological health, protect him from depression or mental tiredness, and raise the degree of his job satisfaction (Panatik, 2010). According to Adagbabiri and Okolie (2019), job design must consider four core elements: (1) Job content – the actual duties of the position should be structured in a way that permits employee to perceive significance in their work. (2) Job context – comprises elements like flexible

working alternatives, technology, work environment, and ergonomic job design. (3) Relationships at work and (4) line manager.

Aswathappa (2006) noted several approaches of job design, including: job engineering, job rotation, job enrichment, and job enlargement. Each of these approaches is made up of different elements. This research has used the job characteristics model developed by Hackman and Oldham (1976) to examine job design and its influence on employees' performance in hotels. Hackman and Oldham's job characteristics model (1976) is widely used to evaluate job design. The model is built upon the notion that jobs can be designed in a way to assist employees perceive that their work is valuable and meaningful as well as helping them enjoy their jobs. The model identifies five key characteristics to design jobs that are more satisfying and motivating to employees including: variety of skills, task identity, task significance, autonomy, and feedback (Ebrahim et al., 2019) (see Figure 1).

Skill variety is the degree to which the job demands a diversity of abilities and skills to perform the duties and activities. Task identity is the extent to which the job entails the performing of the entire part of work from the start to the end to obtain tangible outcomes (Hackman and Oldham, 1975; Panatik, 2010). Task significance is the degree to which the job is important and has an impact on other individuals' lives. It involves both an internal significance shown in the relevance of the task in accomplishing the firm's targets and external significance is exhibited by how proud an employee feels while talking with others (i.e., relatives and friends) about his job (Garg and Rastogi, 2005; Panatik, 2010). Job autonomy is the level to which a job gives a person a significant amount of flexibility, liberty, and independence in choosing how to schedule their work (self-time management) and the methods used to undertake their responsibilities (Hackman and Oldham, 1976). Job autonomy is reflected in the employee control over the job and activities and the ability to undertake decisions (Wu et al., 2015). Feedback is the extent to which performing work-related duties gives an employee obvious, direct, and understandable information concerning the efficiency of his performance (Hackman and Oldham, 1975).



**Fig. 1.** Task characteristics and work motivation

Source: (Hackman and Oldham, 1976).

These five job attributes in turn influence the outcome of the job by encouraging three psychological states: 1) Meaningfulness – the extent to which staff perceive that their work is valuable, worthwhile, and make significant contribution. 2) Responsibility – the extent to which employees hold accountability for the outcomes of the job they perform. 3) Knowledge of results - the level to which employees know and comprehend the real job outcomes. Together, these psychological states have a substantial effect on workers' personal and job consequences, including employee's performance, satisfaction, motivation, commitment, and turnover (Hackman and Oldham 1976). The job characteristics model asserts that employees experience job satisfaction when they recognize their job to be meaningful via task identity and job significance, when they feel accountable for the outcomes of their job via autonomy, and when they are informed about the outcomes of their job via feedback (Adil, 2017).

### **2.3 Organizational commitment**

Organizational commitment is the intense willingness of an employee to remain a member of an organization. It influences employee retention positively (Liao et al., 2009). According to Mowday et al. (1982) organizational commitment is a robust endorsement and belief in the corporate's objectives and values, a readiness to put forth great efforts for the sake of the company, and a powerful desire to continue being a member of the organization. Typically, organizational commitment involves three dimensions: affective, continuance and normative commitment. Affective commitment relates to employee's emotional bonds to the company, a feeling of belonging, and participation in the activities carried out in the firm (Meyer and Allen, 1991; O'connor and Srinivasan 2010). Continuance commitment denotes to the employee's perception of all the expenses involved in quitting the company. It is influenced by the lack or the availability of other alternatives (Likuajang and Ariyanto, 2020). Normative commitment relates to the employee's perceived obligation to continue working to the organization and sustain its activities. Accordingly, members who are more committed to their companies feel belonging which is seen in their readiness to remain a part of the organization. This boosts their motivation to work toward the business's goals and engage in its activities (Mowday et al., 1982; Meyer and Allen, 1991).

Committed employee benefit their companies in various aspects: they will exert great efforts in performing their duties, involve in extra-roles, and support the efficient and smooth operation of the company (Khan et al., 2013). The organization uses commitment as a critical indicator since it helps to understand other factors that affect work and organizational results (Pitt et al., 1995). Meyer and Allen (1991) declared that organizational commitment is a primary factor leads to the formation of employee's intentions regarding work attitudes and behaviors such as job performance, turnover, job satisfaction, etc. Previous research highlighted that organizational commitment has a negative association with staff turnover, and positively correlated to job performance (Chen and Francesco, 2003), and workforce motivation (Meyer and Allen, 1991).

### **2.4 Employee performance**

The performance of an employee determines whether an organization succeeds or fails. Performance is the accomplishment of a certain task or objective in accordance with predetermined standards of accuracy, cost, efficiency, quality, and completeness over a definite period (Khalaf et al., 2016). Performance can be thought of as how effectively employees perform their tasks and obligations. Employees cannot be undervalued as they play the key role in achieving the organization's targets. Therefore, it is essential to regularly assess and sustain employee performance (Nafei, 2014). Companies should look for effective ways to motivate their employee performance since motivated staff are the foundation of a successful organization and the presentation of superior performance in their jobs (Ebrahim et

al., 2019). Lee et al. (1999) outlined three main dimensions of the concept of employee performance, including employee's quality, efficiency, and effectiveness. Efficiency is the ability to complete tasks on time and the rate of employee productivity. Effectiveness refers to how well employees accomplish their goals, whereas quality indicates how often employees make mistakes or complaint rate, as well as how satisfied their supervisors, clients, and coworkers with their work.

Employees are a company's greatest asset, source of strength, and foundation for success, therefore it is crucial to know how to treat them and encourage their best performance. Finding out how to obtain high levels of employee performance is increasingly becoming one of the key factors in every business's success. The performance of a workforce can be improved by focusing on elements that raise employee motivation, job satisfaction, creativity, and workplace comfort (Al-Malallah and Regondola, 2014). Williams (2002) identified a range of contextual variables that influence employee performance including: job design, organizational culture, work procedures, technology, work environment and facilities. Diamantidis and Chatzoglou (2019) added that performance may be impacted by specific organizational and person related elements. These include the extent of employee commitment, employee flexibility and adaptability, as well as management and supervisors' support, workforce's skills and competences, and their ability to balance work and personal obligations.

### **3. Research hypotheses**

#### **3.1 LMX and employee performance**

Employees are more likely to invest in more time to accomplish their career objectives when they get along well with their managers and perceive greater support from them (Wayne et al., 1997). The connection between the leader and employee's behavior can be seen as an incentive to foster a sense of responsibility in performance and generate the harmony between leader and followers to attain the company's targets (Yaffe and Kark, 2011). If employees are given support, reliance, and some tangible benefits and rewards from their leaders, they will be able to pay them back. In a high level of LMX, employees are ready to put in much more effort to improve their job performance to gain the respect and confidence of their leaders (Xue and Moon, 2019). A high-quality leader-member exchange leads to a lesser level of employee turnover rate, improving employee performance, a better work attitude, more concern and support from leaders, greater engagement, and quicker career progress (Harrison et al., 2006). A strong LMX encourages leaders to provide more support on both a professional and emotional level. This will motivate subordinates to perform their jobs to the best of their abilities (Agarwal et al., 2012).

There is still inconsistent evidence regarding the influence of LMX on employee performance. On one hand, some studies pinpoint that high-quality LMX can improve workforces' efforts to meet and surpass job goals (Joo, 2010). In the hospitality context, Li et al. (2012) surveyed 54 supervisors and 298 employees in a large luxury hotel in southern China and found that LMX was favorably connected to employee performance. Suharnomo and Kartika (2018) investigated 105 employees of Hotel B in Tegal, Indonesia and revealed a positive influence of LMX on employee job performance. On the other side, Harris et al. (2009) highlighted insignificant correlation between the quality LMX and employee performance. In a recent study by Vernanda (2019) who explored the impact of LMX on employee performance with the mediation of affective commitment found that LMX has no significant positive influence on employee job performance. This contradiction among

previous empirical studies encouraged the researchers to investigate the influence of LMX on performance.

*H1: There is a significant positive influence of LMX on employees' performance.*

### **3.2 LMX and organizational commitment**

Past research on leader-member relations indicates that employees with greater quality of LMX are more loyal to the company and are more likely to perform more duties for the sake of their leaders in comparison to those with lesser quality of relationships (Liao et al. 2009). In the same way, Wayne et al. (1997) argued that higher quality LMX interactions normally produce respect, appreciation, reciprocal trust, and affection which inclined to improve organizational commitment than lower quality LMX which lacking such effects. Chen et al. (2007) conducted their survey on in-group and out-group members and concluded that members of the 'in group' exhibit robust commitment, high degree of performance and job satisfaction whereas members of the 'out group' exhibit lower levels of commitment, performance, and satisfaction. Erdeji et al. (2016) provided empirical evidence by investigating how interactions between leaders and subordinates impact job satisfaction and loyalty to the company. 25 crew staff members and 41 managers from Danube River cruise ships took part in the study. The findings highlighted a favorable association between the LMX, organizational commitment and job satisfaction. Khamphroh and Ussahawanitchakit (2016) surveyed 282 three-to-five-star hotels in Thailand and found that LMX significantly correlated with organizational commitment, citizenship behavior, service innovation and service quality.

*H2: There is a significant positive influence of LMX on employees' organizational commitment.*

### **3.3 Job design and employee performance**

Job design and employee performance are considered two vital aspects to all contemporary organizations. A thorough understanding and use of these concepts will lead to the development and sustainability of various corporations (Adagbabiri and Okolie, 2019). Job design plays a crucial role in enhancing performance. When the job design is in line with the psychological needs and perceptions of the employee, job engagement and performance will be increased. Likewise, a well-designed job encourages employee's motivation, high productivity, and commitment to the company (Zareen et al., 2013).

Numerous research provides evidence on the relation between job design and employee performance. Teryima and Abubakar (2018) found that job design attributes have a substantial influence on the performance of the Nigerian deposit money banks. The study concluded that to achieve performance objectives, jobs should be designed in a way to improve employee engagement, advancement, productivity, and quality of work. Jobs should be evaluated on a regular basis to boost job enrichment and job enlargements as needed. In the same way, Adagbabiri and Okolie (2019) examined the influence of job design on staff performance in Bottling Company Plc in Nigeria. The survey involved 237 members and the analysis revealed that job design encompassing job rotation, job enlargement, and job enrichment positively related to employee performance. As shown, there is still a shortage of evidence concerning the effect of job design on employee performance in the hospitality sector and so this relationship will be investigated in this research.

*H3: There is a significant positive influence of job design on employees' performance.*

### 3.4 Job design and organizational commitment

Adil (2017) showed that job design is a substantial predictor of employee organizational commitment and job satisfaction. Lam and Zhang (2003) found that all the five attributes of job design (challenging work, meaningful job, feeling of achievement, job security, and friendly colleagues) impacted both organizational commitment and job satisfaction in fast food industry in Hong Kong. Likewise, Ozturk et al. (2014) investigated the impact of work design on job satisfaction and organizational commitment in the hotel industry in Turkey via surveying 252 employees. The findings revealed that both job satisfaction and affective commitment were significantly impacted by the job qualities, autonomy, interactions, and feedback. A more recent study conducted by Likuajang and Ariyanto (2020) to identify the impact of job design on work commitment in Star Capital Group company and determine the most influencing variables of job design on commitment. The results showed that all the dimensions of job characteristics significantly and positively impacted employee commitment excluding task identity.

*H4: There is a significant positive influence of job design on employees' organizational commitment.*

### 3.5 Organizational commitment and employee performance

Prior empirical research has shown that staff who are highly loyal to their organizations are more productive, dependable, and accountable, and they make great effort to improve organizational performance in variety of ways (Organ and Ryan, 1995). Employee with a high level of commitment will devote their time and effort to accomplish the company's objectives and values (Hunjra et al., 2010). According to Princy and Rebeka (2019) the three dimensions of organizational commitment determine and influence job performance collectively and individually. Consistently, Ramli (2017) explored public distribution companies situated in DKI Jakarta Province and found that employees' commitment positively and significantly influenced their performance.

*H5: There is a significant positive influence of organizational commitment on employees' performance.*

### 3.6 The mediating role of organizational commitment

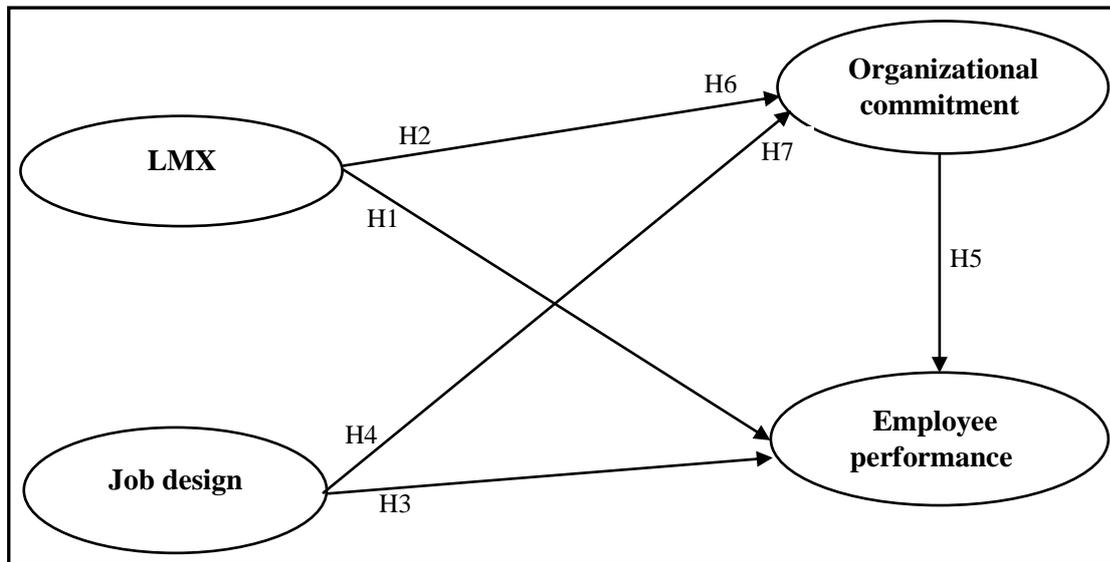
Previous research (Weiss and Cropanzano, 1996; Ashkanasy, 2002; Sue-Chan et al., 2011) asserted that explanatory variables are greatly needed to clarify the role of LMX in relation to performance to comprehend the complicated relation between LMX (motive) and employee performance (behavior). Weiss and Cropanzano (1996); Ashkanasy (2002) added that positive LMX cannot directly enhance performance but an employee must initially have a positive attitude in order to perform well. Affective commitment is an effective mediating factor, particularly when examining how LMX affects employee performance (Vernanda, 2019). Garg and Dhar (2014) investigated the variables influencing the commitment of hotel employees in the Delhi-NCR, India and its subsequent impact on service quality. According to the findings, organizational commitment served as a full mediator between the antecedents (organizational support, work stress and LMX) and the service quality. LMX had a positive effect on organizational commitment which in turn influenced service quality as a consequence positively.

In terms of job design, the results of Djastuti's study (2011) showed that work attributes have a positive influence on organizational commitment in construction service company. The findings also indicate that high organizational commitment, reinforced by positive job characteristics, will eventually be anticipated to boost employees' performance. Accordingly,

this study used organizational commitment to explain the relationship between the antecedent variables (work design and LMX) and employee performance.

*H6: The organizational commitment mediates the relationship between LMX and employees' performance.*

*H7: The organizational commitment mediates the relationship between job design and employees' performance.*



**Fig. 2.** Hypothesized framework

#### 4. Methodology

Secondary data were collected from relevant textbooks, journals, and online databases. Primary data were collected using a questionnaire. Data were collected from five-star hotels at Sharm El-Sheikh city, Egypt during the months of August and September 2022. Sharm El-Sheikh city was selected as a setting to conduct this study as it considers one of the biggest tourism cities in Egypt and has numerous international hotel chains. Besides, it contains the largest number of five-star hotels in Egypt compared to other governorates.

##### 4.1 Instrument measurement

The questionnaire included five main groups of questions. The first part intends to clarify the profile of respondents. The second group aimed to measure LMX among employees. The design of this part was adopted from Graen and Uhl-Bien (1995). The third group of questions targeted job design to determine the techniques used by firms to enrich the jobs. The scale of Hackman and Oldham (1975) was adopted at this section. The fourth group of questions aimed to investigate employees' organizational commitment. This part of the questionnaire depended on the dimensions of Allen and Meyer (1996). The last section was designed to measure employees' performance. It was derived from previous multiple measures (i.e. Khalaf et al., 2016; Diamantidis and Chatzoglou, 2019). The questionnaire included 30 statements, LMX was measured using 7 statements, job design was measured using 10 statements, organizational commitment was measured using 7 statements, finally employee performance was measured using 6 statements. Respondents were asked to evaluate the manifest variables of the study using Likert scale of five-point, with 5 denotes to strongly agree and 1 denotes to strongly disagree.

## 4.2 Sample profile

The questionnaire was distributed among 300 employees selected using a random sampling technique in 20 five-star hotels which belong to international chains in Sharm El-Sheikh, Egypt. This category of hotels was chosen as they have clear policies and procedures related to enhancing employee performance. 15 employees of every hotel working at the front of the house departments were selected randomly to fill in the questionnaire, as they have a direct contact with customers and their performance directly influences customer evaluation of the service. Only 257 questionnaires were received and 43 were ignored for incompleteness. The majority of the sample (96%) was males while only 4% was females. 70% of the respondents were more than 30 years old and 30% of them between 20 - 30 years. The majority of the participants (72%) were holding bachelor's degrees. The participants were based on various departments as 60% from rooms division, and 40% from food and beverages departments. Regarding the experience of participants, the majority (70%) have more than 5 years of experience, 10% between 3 - 5 years and 20% with less than 3 years of experience.

## 5. Data analysis results

The collected data were analyzed using PLS-SEM technique through Smart PLS 3.0 software, to examine the interrelationships between the variables of the study. According to Hair et. al. (2016), the main research model was evaluated using two steps including measurement model (the outer model) and structural model (the inner model).

### 5.1 Assessment of the outer measurement model

The variables' reliability was analyzed using Cronbach's alpha method. The validity and internal consistency were tested using outer loadings, cross loadings, discriminant validity and convergent validity. The data collection instrument was proved to be fit for purpose. The interrelationships between the research variables were evaluated using the structural equation modeling (SEM) because SEM can assess the causal correlations between the manifest variables (Byrne, 2010).

Table (1) illustrates Cronbach Alpha usage of internal consistency and the average variance extracted (AVE) as well as the test of reliability for the study constructs. As indicated in Table (1), the scales reliability ranged from 0.922 to 0.947. To ensure that the variables are correlated both theoretically and practically, convergent validity was employed. Measuring the AVE can be used to determine the value of the convergent validity. The value of AVE should be more than 0.5. It is evident that all AVE values for all the latent variables were higher than 0.5 (see Table 1). According to Hair et al. (2016), the factor loadings of the measurement items are significant, and the measurement scales appear also to be reliable. Composite reliability was used to measure the internal consistency of latent factors. It was revealed that all composite reliability values of the model are above 0.7, indicating internal consistency of the model. To ensure measurement model validity, outer loadings that describe the saturation value of manifest variables of the latent variables should be above 0.5. Table (1) shows that all the outer loading values are above 0.5 ( $P < 0.001$ ).

**Table 1**

Assessment of the formative measurement model

Constructs	Outer loadings	( $\alpha$ )	CR	AVE
<b>Organizational commitment</b>				
Commitment_1: I truly believe that the hotel's problems are my own.	0.853	0.922	0.938	0.683
Commitment_2 I would be content to work for this hotel the	0.881			

remainder of my career.				
Commitment_3: Right now, staying with my company is a necessity rather than a desire.	0.788			
Commitment_4: If I had not already exerted much efforts into this hotel, I might think about working somewhere else.	0.888			
Commitment_5: I would feel guilty if I left my company now.	0.795			
Commitment_6: I will not leave my hotel right now as I have a sense of obligation to the people in it.	0.826			
Commitment_7: I would recommend a close friend to join our staff.	0.744			
<b>Job design</b>				
JD_1: Your job requires doing many different things.	0.851	0.947	0.955	0.680
JD_2: Your job requires using a variety of high-level aptitudes	0.889			
JD_3: Your job entails performing a whole piece of work.	0.804			
JD_4: you can do the work completely.	0.885			
JD_5: The result of your work tends to significantly impact the well-being of others.	0.832			
JD_6: Many people could be impacted by the job you do.	0.799			
JD_7: Your job gives you the freedom to decide how to go about doing the job.	0.746			
JD_8: Your job gives you the opportunity to use your initiative in performing the tasks.	0.814			
JD_9: You get feedback regarding the performance as you carry out the tasks.	0.830			
JD_10: Just doing the work required by the job provides you with the chance to figure out how well you are doing.	0.787			
<b>Leader-Member Exchange</b>				
LMX_1: I usually recognize where I stand with my supervisor.	0.898	0.946	0.956	0.756
LMX_2: My supervisor is aware of the issues I have at work and what I need.	0.894			
LMX_3: My supervisor recognizes my potential.	0.869			
LMX_4: My supervisor would personally be willing to use his/her power to assist me.	0.850			
LMX_5: I can rely on my supervisor to “bail me out” at his/her expense, when I truly need it.	0.828			
LMX_6: I would defend and explain supervisor’s decision if she/he were not present to do so.	0.852			
LMX_7: Overall, I have an excellent working relationship with my supervisor.	0.891			
<b>Performance</b>				
Perf_1: I have the skills and knowledge necessary to do the job properly.	0.899	0.943	0.956	0.783
Perf_2: I am constantly look for methods to enhance my performance at work	0.917			
Perf_3: I am able to deal with the challenges and difficulties facing me at work	0.942			
Perf_4: I can give my opinions in the matters concerning my work	0.885			
Perf_5: My organization provides me with the support necessary to perform my job	0.750			
Perf_6: I am willing to put in extra efforts beyond the required to achieve the hotel's goals	0.905			

To achieve model's discriminant validity, three criteria were adopted to evaluate the constructs' discriminant validity. These criteria encompassed heterotrait-monotrait ratio (HTMT), Fornell-Larcker criterion and cross-loading. As shown in Table 2, the values of the outer loading that are higher than the cross loadings values were put in bold and underlined, this achieves the discriminant validity. As illustrated in Table 3, the bolded values of the AVEs in the diagonals are greater than the correlation coefficient between variables. It was stated that HTMT readings should be less than 0.90 (Gold et al., 2001). Moreover, the values of the HTMT of the study were below 0.90 (see Table 3), ensuring the discriminant validity of the model. As a result, the outer measurement model's outputs were regarded as sufficient to proceed with the structural model's evaluation.

**Table 2**  
Cross loadings for discriminant validity

Items	Job Design	Leader- Member Exchange	Organizational Commitment	Performance
Commitment_1	0.525	0.541	<b><u>0.853</u></b>	0.477
Commitment_2	0.619	0.589	<b><u>0.881</u></b>	0.463
Commitment_3	0.515	0.422	<b><u>0.788</u></b>	0.341
Commitment_4	0.558	0.475	<b><u>0.888</u></b>	0.363
Commitment_5	0.441	0.395	<b><u>0.795</u></b>	0.343
Commitment_6	0.527	0.468	<b><u>0.826</u></b>	0.419
Commitment_7	0.560	0.583	<b><u>0.744</u></b>	0.597
JD_1	<b><u>0.851</u></b>	0.403	0.509	0.424
JD_2	<b><u>0.889</u></b>	0.439	0.560	0.491
JD_3	<b><u>0.804</u></b>	0.399	0.525	0.356
JD_4	<b><u>0.885</u></b>	0.453	0.545	0.425
JD_5	<b><u>0.832</u></b>	0.398	0.517	0.394
JD_6	<b><u>0.799</u></b>	0.343	0.463	0.333
JD_7	<b><u>0.746</u></b>	0.477	0.533	0.282
JD_8	<b><u>0.814</u></b>	0.477	0.569	0.327
JD_9	<b><u>0.830</u></b>	0.517	0.574	0.451
JD_10	<b><u>0.787</u></b>	0.519	0.580	0.551
LMX_1	0.458	<b><u>0.898</u></b>	0.493	0.370
LMX_2	0.449	<b><u>0.894</u></b>	0.549	0.388
LMX_3	0.553	<b><u>0.869</u></b>	0.600	0.425
LMX_4	0.483	<b><u>0.850</u></b>	0.495	0.465
LMX_5	0.337	<b><u>0.828</u></b>	0.458	0.399
LMX_6	0.482	<b><u>0.852</u></b>	0.524	0.408
LMX_7	0.503	<b><u>0.891</u></b>	0.588	0.408
Perf_1	0.449	0.339	0.423	<b><u>0.899</u></b>
Perf_2	0.439	0.399	0.442	<b><u>0.917</u></b>
Perf_3	0.472	0.371	0.501	<b><u>0.942</u></b>
Perf_4	0.428	0.398	0.467	<b><u>0.885</u></b>
Perf_5	0.404	0.531	0.497	<b><u>0.750</u></b>
Perf_6	0.442	0.439	0.478	<b><u>0.905</u></b>

**Table 3**

Inter-construct correlations, the square root of AVE and HTMT results

variables	AVEs values				HTMT results			
	Job design	LMX	Commitment	Perform.	Job design	LMX	Commitment	Perform
Job design	0.825							
LMX	0.540	0.869			0.563			
Commitment	0.655	0.612	0.827		0.691	0.640		
Performance	0.498	0.471	0.532	0.885	0.517	0.494	0.554	

**5.2 Assessment of the structural model**

The model's predictive capacity and the explanatory power were examined. The results revealed that the VIF values of the manifest variables range from 1.413 to 2.096 which are below the recommended cutoff value of 5.0. This indicates that the multicollinearity issue is not exist in the structural model (Hair et al., 2016). Regarding R<sup>2</sup>, Chin (1998) indicated that the lower limit for the R<sup>2</sup> values is 0.10. Therefore, the R<sup>2</sup> value of the variables are acceptable (ranging from 0.342 to 0.523). Besides, The Stone-Geisser Q<sup>2</sup> test indicates the variables value greater than zero, as illustrated in (Table 4) and providing sufficient predictive validity of the model (Henseler et al., 2010). As a result, the structural model's predictive validity was confirmed.

**Table 4**

Coefficient of determination (R<sup>2</sup>) and (Q<sup>2</sup>) of the model

Endogenous latent construct	(R <sup>2</sup> )	(Q <sup>2</sup> )
Organizational Commitment	0.523	0.325
Performance	0.342	0.244

**5.3 Testing of hypotheses**

Bootstrapping technique was employed to analyze the path coefficient and t-value of the hypothesized association. Tables 5 and 6 display the hypotheses test results, including the path coefficient values and the relevant significance. LMX was found to have a positive and significant effect on performance at  $\beta = 0.184$ ,  $p = 0.01$ , and organizational commitment as well at  $\beta = 0.365$ ,  $p < 0.001$ , so H1 and H2 were supported. The influence of job design on performance was found to be significant as  $\beta = 0.216$ ,  $p < 0.05$ , additionally job design was found to have positive and significant effect on organizational commitment as  $\beta = 0.457$ ,  $p < 0.001$ , so H3, H4 were supported. Organizational commitment also had a significant and positive influence on performance as  $\beta = 0.279$ ,  $p \leq 0.001$  supporting H5.

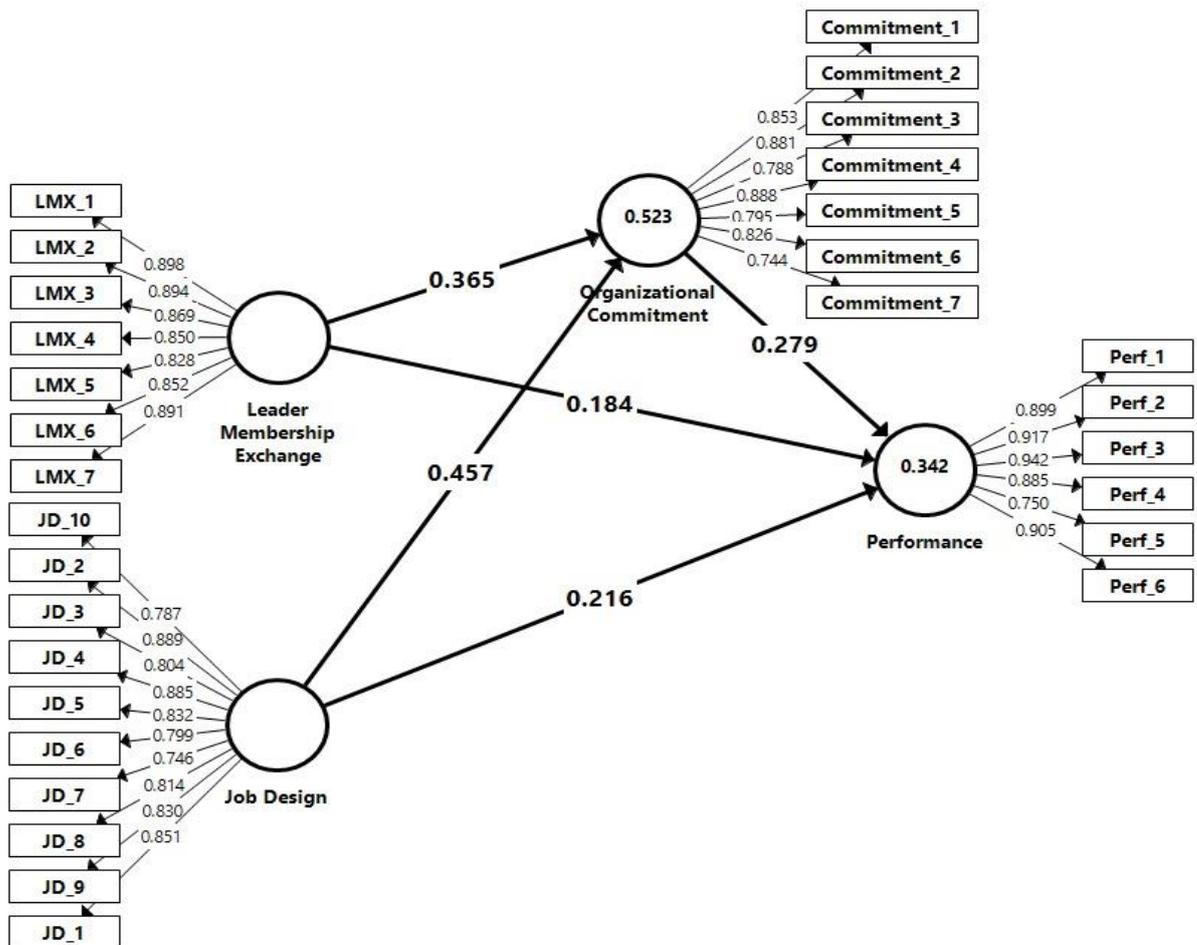
The results also confirm the mediation effect of organizational commitment between LMX and job design on performance. The H6 was accepted since LMX has a positive impact on performance through organizational commitment at  $\beta = 0.102$ ,  $p \leq 0.001$ . Finally, H7 was supported since job design has a positive effect on performance through organizational commitment at  $\beta = 0.127$ ,  $p < 0.05$ .

**Table 5**  
Summary of direct effects testing

	Hypotheses	$\beta$	T Statistics	P Values	Test result
H1	LMX -> Performance	0.184	2.569	0.010	supported
H2	LMX -> Organizational Commitment	0.365	4.851	0.000	supported
H3	Job Design -> Performance	0.216	2.099	0.036	supported
H4	Job Design -> Organizational Commitment	0.457	5.413	0.000	supported
H5	Organizational Commitment -> Performance	0.279	3.495	0.001	supported

**Table 6**  
Mediation results

	Hypotheses	$\beta$	T Statistics	P Values	Test result
H6	LMX -> Organizational Commitment -> Performance	0.102	3.320	0.001	supported
H7	Job Design -> Organizational Commitment -> Performance	0.127	2.478	0.014	supported



**Fig. 3.** Structural model

## 6. Discussion and implications

This study adds to the literature of organizational behavior and human resource management. Previous research revealed lack of studies conducted in the context of the hospitality industry that concentrate on leveraging organizational commitment and employee performance through non-financial motivators like LMX and job design. So, the current study contributes to the theory by addressing this gap. It explains the casual relationships between job design, LMX and organizational commitment as antecedents and employee performance as an outcome. Integrating these constructs, it was proposed that LMX and job design had a direct effect on performance. Additionally, organizational commitment had a mediating role in the effect of LMX and job design on performance.

The findings revealed that LMX had a positive effect on employee performance, this coincides with previous studies (e.g., Kim et al., 2010; Li et al., 2012; Suharnomo and Kartika, 2018). This can be explained that LMX is a reciprocal personal relationship. High quality LMX generates leader support both professionally and emotionally in the form of providing additional information, support, appreciation, and attention that could contribute to improving the performance. In exchange, this will stimulate subordinates to carry out more responsibilities, be more committed to the job goals, exert more effort for the sake of the leader and offer their optimal capabilities to accomplish their tasks. Employees often feel compelled to work hard when they perceive high quality relationship with their managers, which results in achieving the targeted performance outcomes.

LMX shapes employees' attitudes including organizational commitment, this was established in a range of prior research (e.g., Chen et al., 2007; Joo, 2010; Ariani, 2012; Khamphroh and Ussahawanitchakit, 2016). Given that employees who have good work relationships with their managers enjoying more benefits such as rewards, respect, and greater involvement in decision making. Consequently, they are more likely to reciprocate by showing more commitment and a favorable attitude towards the leader and the organization. In greater quality LMX relations, leaders and members cooperate and work together in work-related issues which strengthen employees' commitment to the organizations. Kim et al. (2010) confirmed that low quality LMX interactions is considered one of the foremost causes of the turnover in the hospitality industry. Therefore, leaders should develop high-quality relations with their employees to reduce employees' turnover intentions and enhance their commitment to the organization.

The influence of job design on both organizational commitment and employee performance proved to be significant and positive, this was asserted in previous research (e.g., Wang, 2016; Teryima and Abubakar, 2018; Adagbabiri and Okolie, 2019; Likuajang and Ariyanto, 2020). This depends on the notion that a properly designed job makes employees enjoy carrying out duties and provide their whole mental, emotional, and physical energy to attain work objectives. The job design that allows employees to use variety of skills, receive constructive feedback, feel task significance, provides higher degrees of work challenges, and independence to make decisions will promote employees' sense of responsibility and create positive psychological states that will improve employees' commitment and job performance. Besides, job design increases work experience which relates positively to performance. Affirmatively, Campion et al. (2005) asserted that the characteristics of the job have a significant influence on worker's attitudes and performance. The absence of any of the job design's dimensions will influence the work outcomes negatively and can lead to employees' disengagement and job dissatisfaction.

Finally, organizational commitment had a positive relationship with performance, this is in line with previous research (e.g., Ramli, 2017; Princy and Rebeka, 2019) where a strong organizational commitment increases employee retention, lowers operational expenses, and enhances workers' productivity and performance. Theoretically, attitudes act as a facilitator of behaviour (Fishbein and Ajzen, 1974). Better work attitude leads to better job performance. More specifically, organizational commitment is a factor that enhances employees' attachment to the organization. Employees are considered as committed to an organization if they are willing to stay with the organization and devoting considerable effort to achieve organization's objectives. In essence, greater levels of organizational commitment along with greater levels of efforts dedicated by workforce would result in better levels of performance.

### **6.1 Practical implications**

Given the importance of organizational commitment in enhancing employee performance consequently achieving competitive advantage for hotels, this study provides some managerial implications on how to raise organizational commitment and employees' performance using two types of non-financial motivators (LMX and job design).

Based on the results, hotel leaders should build high quality LMX relationships with their employees and vice versa. This is because employees who have highly reciprocal relationships with their leaders tend to deliver high-quality services. Hotel managers can consider various means to strengthen the relationship with their subordinates including providing more support, autonomy, accesses to information, authority, flexibility as well as offering larger degrees of confidence, opportunities for promotions and career advancement. Providing positive LMX relationships certainly will enhance employees' organizational commitment and lead them to perform beyond job role requirements. Furthermore, it is proposed that achieving high LMX requires deep understanding of the needs and psyche of employees and exerting efforts to lead them.

Additionally, LMX occurs via developing and applying a mentorship program between a manager and staff in order to improve the quality of their relationship consequently achieving hotel's success. Meanwhile, HR departments can also implement training programs for employees and supervisors to enhance their mutual relationships.

The job must be challenging enough to stimulate employees' abilities. Therefore, it is essential for leaders to create a work environment distinguished with a sense of challenge to raise employees' involvement in their job. Generally, employees may be less engaged if they perceive that their job is routine or mundane. Moreover, empowering employees can improve employee commitment which in turn increases the level of employee performance.

Hotel leaders should consider certain dimensions in designing the hotel jobs including skills variety, autonomy, feedback, task significance and task identity. They should construct the job with varied tasks that require diverse skills to be performed. Besides, jobs should be designed in a way that provide employees with greater autonomy and/or control over their job tasks, independence in undertaking work-related decisions and encourage a sense of responsibility. A proper job design entails also that managers/supervisors must regularly evaluate employee performance and provide them with constructive feedback using formal and informal channels to help them perform properly. Finally, task significance can be increased via providing employees with sufficient information related to their performance and achievement. This will make them more motivated, committed to the organization and likely to exert greater effort in fulfilling better performance outcomes.

## 7. Limitations and future research

The empirical findings of this research need to be considered in the light of its limitations. First, the data were collected using self-ratings of job performance, job design and LMX. This approach might have led to subjective responses. Future research can employ relatively objective measures of performance, LMX and job design techniques (e.g., supervisor ratings). Second, this study sheds light on two antecedents only of job performance with a mediator. Future studies may consider other antecedents like job satisfaction, training, retention and compensation as antecedents of employee performance in the context of the hospitality industry. Finally, this study focused on the region of Sharm El-Sheikh, future research may target other regions, this may yield different results. Finally, this research adopted the job characteristics model by Hackman and Oldham to measure job design. Thus, future research can use different approaches (i.e. job enrichment, job enlargement, job rotation) to assess the effectiveness of job design in the context of the hospitality sector.

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## تأثير العلاقة المتبادلة بين القادة والمرؤوسين وتصميم الوظائف على أداء الموظفين في فنادق الخمسة نجوم بشرم الشيخ: التأثيرات الوسيطة للولاء التنظيمي للموظفين

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المعلومات المقالة	الملخص
<p><b>الكلمات المفتاحية</b> العلاقة المتبادلة بين القادة والمرؤوسين (LMX) ؛ تصميم الوظائف؛ الالتزام التنظيمي ؛ الأداء الوظيفي ؛ قطاع الضيافة.</p> <p><b>(JAAUTH)</b> المجلد ٢٣، العدد ٢، (٢٠٢٢)، ص ٤٦-٦٧.</p>	<p>تعتبر القوى البشرية أهم الأصول بالنسبة للمؤسسة. لذلك، من الضروري لنجاح الفندق وقدرته التنافسية إيجاد طرق فعالة للاحتفاظ بالموظفين وتحفيزهم وتعزيز أدائهم. يهدف هذا البحث إلى دراسة تأثير العلاقة المتبادلة بين القادة والمرؤوسين (LMX) وتصميم الوظائف على أداء الموظفين مع فحص الدور الوسيط للولاء التنظيمي في فنادق الخمسة نجوم في شرم الشيخ. تم تطوير استبيان واستخدامه كطريقة بحث أساسية لجمع البيانات من ٣٠٠ موظف تم اختيارهم عشوائياً من فنادق الخمسة نجوم في شرم الشيخ. تم تحليل البيانات باستخدام تقنية نمذجة المعادلات البنائية (PLS-SEM). أظهرت النتائج أن LMX وتصميم الوظائف والولاء التنظيمي لها تأثير مباشر وإيجابي كبير على أداء الموظفين. بالإضافة إلى ذلك، فإن المتغيرات (LMX وتصميم الوظائف) تؤثر بشكل غير مباشر على أداء الموظف من خلال تأثيرات الوساطة للولاء التنظيمي الذي يعمل كوسيط جزئي في هذه العلاقة. أشارت الدراسة إلى أن المديرين والمشرفين في الفنادق يجب أن يطوروا ويحافظوا على علاقات قوية مع موظفيهم تتسم بالاحترام والتقدير والثقة المتبادلة. إلى جانب ذلك، يجب على القادة مراجعة وتصميم الوظائف مع الأخذ في الاعتبار السمات الخمسة لنموذج خصائص الوظيفة من قبل Hackman و Oldham لتعزيز تحفيز الموظفين وولائهم وأدائهم الوظيفي.</p>