The Impact of Employee Engagement on Creating a Memorable Guest Experience in the Hotel Industry: The Moderating Role of Organizational Support

Mohamed Ahmed Elsaied [1]   Abd-Almonaim Aladaweiy[2]   Tamer Mohamed Amer[3]

[1]Hotel Studies Department - Faculty of Tourism and Hotels - Mansoura University
[2,3]Hotel Management Department- Faculty of Tourism and Hotels-Sadat City University

ARTICLE INFO	Abstract

The purpose of this research is to examine the connection between Employee Engagement (EE) in hotels and the quality of the guest experience. Additionally, the study sought to empirically explore the potential mediating function of Organizational Support (OS) on Sharm el-Sheikh hotels between Guest Experience and Employee Engagement. To ascertain the opinions of the staff members selected to take part in the study regarding its components (EE, OS, and GE). To achieve these objectives, a web-based survey was developed and sent to staff members at four- and five-star hotels in Sharm el-Sheikh, Egypt. The Egyptian Hotels Association (2024) indicated that there were 57 hotels in Sharm el-Sheikh. There were only 480 forms that may be used for statistical analysis. The data was analysed using Amos version 26 and SPSS version 29. The study hypotheses were tested using maximum likelihood estimation in a structural equation modelling (SEM) approach. The findings of this investigation showed that hotel employee engagement significantly improves the guest experience both directly and indirectly (via organizational support). Additionally, the study demonstrated that the relationship between hotel employee engagement and client experience was significantly mediated, albeit somewhat, by organizational support. Additionally, the study confirmed that improving the guest experience is greatly aided by organizational support. Based on the data that was considered, several recommendations were created to enhance employee engagement in Egyptian hotels.

1. Introduction

Employees are the basic pillars on which the organization is constructed, claims Benabbas (2021). Benabbas (2021) emphasized the value of employees and the fact that when they are fully dedicated to their profession, they may effectively use their skills for the organization's benefit. An increasing number of businesses are focusing on their workers, who ultimately comprise their whole original customer base. Customers are regarded as stakeholders in the value generation process and regularly contribute to it. Customers actively collaborate with the

business throughout the whole service-value chain in order to generate value. Making sure that people enjoy their experiences while consuming and attaining perfect, extraordinary, amazing, or crucial experiences has been the main goal of customer experience since its inception (Stokburger-Sauer et al., 2016).

Numerous contexts, including public business-to-business and service, are seeing an increase in the importance of the customer experience (Klaus, 2014a; Hardyman et al., 2015).

Currently, managers are trying to better understand the value development processes in order to improve their customer experiences (Laming and Mason, 2014; McColl-Kennedy et al., 2015). Since many research have not yet thoroughly explored the various facets of employee involvement and customer value co-creation activities, we have a limited understanding of the exact composition of these behaviours. The behaviour of customer value co-creation, which is believed to comprise several components, is analysed by a number of scholars using a multidimensional approach (Groth, 2005; and Bove et al., 2008). However, opposing research suggests that the relationship between organizational support behaviour and its outcomes, including the customer's experience, has to be examined (Klaus, 2014b). One of the reasons research is important because it shows how employee engagement affects the creation of a memorable guest experience. In order to facilitate the relationship between employee engagement and creating a memorable guest experience in hotels located in Sharm El-Sheikh, the purpose of this study is to assess the potential influence that organizational support may have. There were two types of limitations that were applied to the study: limitations imposed by time constraints and limitations imposed by human factors. The workers in the hotels in Sharm el-Sheikh's central business sector serve as an excellent illustration of the limitations imposed by human nature. The consumers who have been designated between November 18, 2024, and January 1, 2025, will receive the questionnaire forms, which they have a limited period of time to complete.

Thus, the main objective of this study is to provide a thorough framework that examines the part organizational support plays in the relationships between employee engagement and guest experience in the hotel industry. The following is a further clarification of the study's main goals: (1) looking at how employee engagement affects guest experience; (2) assessing how employee engagement affects organizational support; (3) looking at how organizational support affects guest experience; and (4) looking into how organizational support functions as a moderator in the relationship between employee engagement and guest experience.

2. Background Theory and Development of Hypotheses
2.1. Dimensional Preview of Employees' Engagement

Employee engagement is a complex psychological concept that reflects workers' deep connection to their positions and organizations, according to (Bakker, 2017; Yan and Donaldson, 2022; Bartholomeyczik, Knierim, and Weinhardt, 2023; Kossyva, Theriou, Aggelidis, and Sarigiannidis, 2023; Bėsi, Hirt, and Rahimi, 2024; DeNunzio, Smith, and Naidoo, 2024; and Mindsetmanage, 2024). An engaged, energetic connection to the work, work enjoyment, a sense of autonomy and competence, and an intrinsic motivation (willingness) and commitment to work at one's highest level of ability are all examples of positive working conditions that foster experiences of self-determination and flow (Veldsman, 2018; Deci and Ryan, 2014; Kossyva et al., 2023; Bartholomeyczik et al., 2023).

In academic study, employee engagement is still gaining popularity, particularly in practitioner-industry mainstream literature and practice (Kossyva et al., 2023; Harter, 2024; Fletcher, 2024; Mindset Manage, 2024). Several empirically validated outcomes of engaged employees at the individual and institutional levels have been emphasised by Kossyva et al. (2023). It has been demonstrated that employee engagement increases proactive work behaviour, fosters innovative conduct, increases job and task performance, affective commitment, job satisfaction, and reduces the likelihood of quitting. Organizational citizenship behaviours, extra-role customer service, client satisfaction, employee retention, employee well-being, organizational commitment, person-job or talent fit, and company competitiveness and performance are all enhanced by employee engagement, according to Kossyva et al. (2023) and Gupta, Tandon, and Barman (2019).

The three-dimensional participation model developed by Meyer and Allen (1993) states that organizational engagement is a psychological state that consists of calculative, normative, and affective elements. Organizational participation can be defined as a mental state. This situation influences a person's decision to remain with the organization. "Organizational involvement" is defined by Allen and Meyer (1990) as a mental state that signifies an employee's connection with a certain organization and shapes the actions that those employees exhibit while working for that company. Among the elements are prescriptive, emotional, and uninterrupted aspects. Using a framework called the Three-Component Model (TCM), the authors give a succinct overview of this topic (Meyer and Allen, 1993). This paradigm states that an employee's "affective involvement" is defined by their strong desire to stay with the firm and in their current position, as well as their emotional commitment, affiliation, and loyalty to the organization. According to Obiekwe and Zeb-Obipi (2018), employees that have a strong emotional connection to the organization remain with it because they are motivated to do so. The financial commitments and expenses associated with leaving the previously mentioned company are referred to as "calculated involvement" or "continued involvement" (Preuss and Lautsch, 2002). Sofijanova and Zabijakin-Chatleska (2013) describe calculated involvement as the situation in which individuals choose to remain in a group because they believe that doing so will benefit them and that withdrawal will result in a loss. People that have a high work ethic are extremely committed to their jobs. However, Mayer et al. (1993) claim that employees with a high sense of normative commitment feel pressured to remain with their employer.

2.2. Creating a memorable guest experience

As stated by Oh and colleagues (2007), because it links events to emotional and mental consequences, memory is essential to the travel and tourist industry. Based on related research on memory and travel experiences (Tung and Ritchie, 2011; Conway and Pleydell-Pearce, 2000), Autobiographical memories are the result of interactions between hosts and guests and include information about both specific and general occurrences. As a person's memory deteriorates, the memories they are able to keep can have a significant impact. Given the growth of the sector, a detailed examination of these interactions is important (Cheng & Zhang, 2019; Moon et al., 2019). Thus, examining MIEs from a micro-sociological perspective ought to improve our comprehension of the interactions between hosts and guests in the hotel sector.

The emotional fabric of tourism depends on host-guest connections, which are also an important part of MTEs (Kim & Chen, 2019). These encounters often have a lasting impact on tourists (Wirtz, Kruger, Scollon, & Diener, 2003, and Larsen & Jenssen, 2004). MIEs have a

considerable impact on the expectations and views of tourists, according to research (Cheng & Jin, 2019; Farmaki et al., 2020). MIEs produce a unique experience in addition to the setting and the host's manner (Sthapit & Jiménez-Barreto, 2018). However, little is known about the specific elements and implications of MIEs in these interactions, which is a crucial area for further study.

According to Witell et al. (2020), customer experience management (CXM) "has become a top priority for marketing managers and researchers" as a significant source of competitive advantage, especially in the hospitality sector (Palmer, 2010; Kandampully et al., 2018). Several definitions exist for CXM. The methodical approach to "strategically manage a customer's entire experience with a product or company" is what Schmitt (2003) refers to as CXM, a process, technique, and/or discipline. Addressing issues that affect the whole customer experience is essential to CXM, claim Edelman and Singer (2015).

CXM is an organizational strategy for altering the CX to generate value for the customer and the business, claim Verhoef et al. (2009). Both static and dynamic experience management and development are included in CXM (Kranzbühler et al., 2018). Accordingly, their approach assesses the effects of personalized touch points, such as employees and the physical environment and atmosphere, or service escape (Bitner, 1992), on customer experience (CX) and suggests ways to plan and handle customer interactions (Patrício et al., 2008). This method specifically recommends funding for employee-customer interactions, expectations management (Coelho et al., 2011), training (Ford and Dickson, 2012; Otnes et al., 2012), a positive service environment (Bowen and Schneider, 2014), and emotional intelligence of employees.

Prior studies have demonstrated that investors are spending money on a variety of material and immaterial aspects of the dining experience, which fall into three categories: the quality of the food, the quality of the service, and the quality of the physical setting (Ryu et al., 2012; Hoang and Suleri, 2021). Presentation, daily specials, and menu diversity all depend on food quality in addition to portion size (Harrington et al., 2012). Restaurant staff performance and cleanliness, especially their helpfulness and promptness, affect the customer experience (CX) (Alhelalat et al., 2017). According to Ryu and Han (2011) and Heung and Gu (2012), the ambience, location, layout, aesthetics, parking accessibility, and interactions between the establishment's personnel and other customers are all components of the physical environment. Ratings and reputation for upscale schools are also provided.

H1. Employees' engagement significantly affects guest experience.
H2. Employees' engagement significantly affects organizational support.

The anticipation that more work will be rewarded is strengthened, and effective attachment to the organization is increased when there is a perception of organizational support. Applying a framework for social exchange, High levels of perceived organizational support, according to Wayne et al. (1997), create a sense of obligation in which employees feel driven to fully focus on their employers rather than only feeling that they should be loyal to them. Workers look for equilibrium in their interactions with companies, and they typically exhibit attitudes and actions that match the level of personal support they receive from their employers. According to research, commitment, creativity, and conscientiousness in performing job duties are all positively correlated with alleged organizational backing; employee faith that an organization will achieve its contractual commitments by recognizing and rewarding desired employee performance in the form of praise, promotions, and pay raises is also increased when employees feel appreciated and cared for by the organization. It improves the self-perception, engagement,

and sense of belonging of service personnel. Employees that have excellent organizational support are able to provide clients with superior service. Workers think their managers and coworkers are ready and competent to help them with their job-related responsibilities (Eisenberger et al., 2002).

H3.   Organizational support significantly affects guest experience.

2.3 Organizational support

"The term "organizational support" describes the extent to which workers feel their employer appreciates their work and is concerned about their welfare (Suifan et al., 2018; Irfan et al., 2021). It is essential for influencing attitudes and actions at work, especially in settings with a family-friendly culture. As a result, the workplace becomes more unified, which benefits the organization's expansion and general operations (Hung & Chen, 2020). Research has consistently shown that employees who feel their employers are supporting them are more likely to exhibit positive outcomes, including increased civic engagement (Purwanto et al., 2021), better attendance (Carmeli et al., 2017), increased productivity (Loan, 2020), and stronger affective commitment to the company. Employees are encouraged to coordinate their efforts with the objectives of the company by these favourable views of support.

  Tang et al. (2023) discovered that higher levels of organizational support are linked to fewer instances of role conflict and ambiguity. Wu et al. (2018) also emphasized the detrimental relationship between job stress and organizational support. Workers in companies with good work-life balance cultures are generally more driven to use their knowledge and abilities in a way that promotes harmony in their behaviour (Irfan et al., 2021). Furthermore, research supports the effectiveness of organizational support in lowering burnout and occupational stress (Wu et al., 2018).

  By giving them emotional support and a sense of accomplishment, organizational support raises workers' involvement at work (Lee & Peccei, 2007; Zacher & Winter, 2011). Given the idea of reciprocal benefit, employees who experience organizational assistance frequently feel obligated to repay the favour by adopting constructive attitudes and actions that advance the organization (Murthy, 2017). Employees respond to this support by becoming more dedicated and invested in their jobs, which frequently results in increased workplace engagement (Saks, 2006). According to Nusantria (2012), there was a favourable correlation between organizational support and work engagement. These results, however, stand in contrast to studies by (Eisenberger and Stinglhamber, 2011; Kurtessis et al., 2015; and Karatepe and Mehmet, 2016), which offer empirical evidence that clearly links organizational support to increased levels of work engagement. According to Karatepe and Mehmet (2016), workers who experience assistance from their companies are more engaged and dedicated to their jobs. Despite this, the association between job engagement and organizational support in the hospitality and tourist sectors has only been experimentally investigated in a few studies (Karatepe & Mehmet, 2016). Given this, it is reasonable to assume that perceived organizational support will result in an increase in work engagement. As a result, H4 was expressed as follows:

H4: Organizational support moderates the relationship between Employee Engagement and Guest Experience.

Management can improve the specific aspects of customer satisfaction and services that are highly linked to repurchases by assessing the factors that influence repurchase behaviour. This will ultimately foster loyalty (Rashid, 2015). Devoted customers serve as a communication channel between the company and networks of friends, family, and potential customers in addition to generating a consistent flow of income (Iqbal, 2018). According to Mohamad (2017), loyal clients are less sensitive to pricing than non-loyal ones. Businesses, particularly those in the hotel industry, have come to understand how critical customer retention is to their entire operational effectiveness. Devoted clients are known to spend more money and visit stores more frequently than unreliable ones (Myo et al., 2019).

Saura et al. (2008) looked at three main aspects of customer loyalty in the service industry: attitudinal, cognitive, and behavioural loyalty. According to Saleem and Raja (2014), attitudinal loyalty includes a range of characteristics, such as planning to make purchases, expressing dissatisfaction, and spreading information through word-of-mouth. Behavioural loyalty is the extent to which pricing changes, brand loyalty, and the likelihood of repeat business or additional purchases influence customers (Hashem and Ali, 2019).

In the context of the hotel industry, more investigation is required to fully comprehend the mechanisms underlying this link. The theoretical foundation for the study is shown in Figure 1.
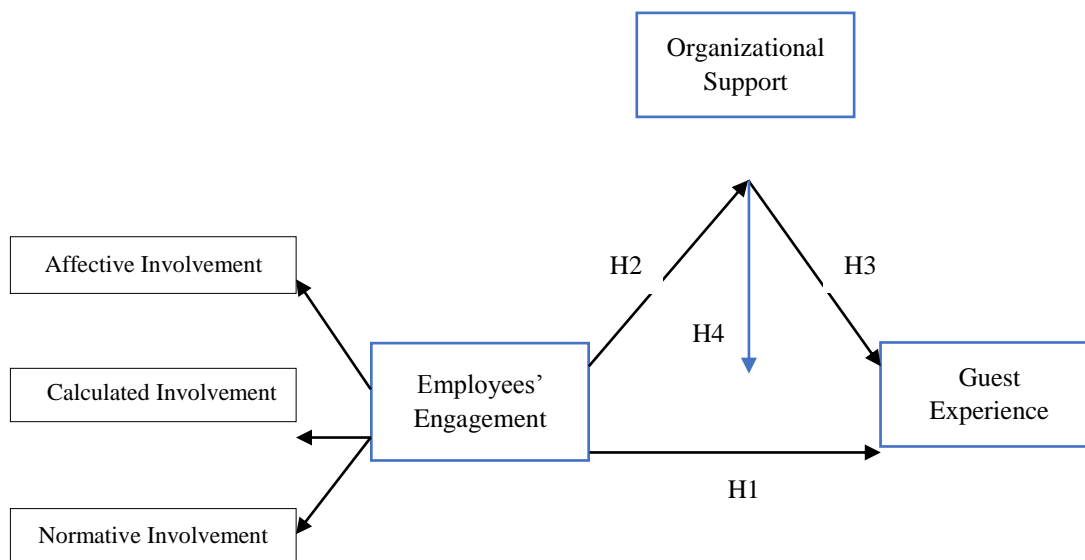

Figure 1: The conceptual model for research

We made the following assumptions based on the previous literature review:
H1. Employees' engagement significantly affects guest experience.
H2. Employees' engagement significantly affects organizational.
H3. Organizational support significantly affects guest experience.
H4. Employees' engagement significantly and effectively mediates the connection between organizational support and guest experience.

3. Materials and Methods

3.1. Sample and Methods

This study's main goal is to examine the connection between guest satisfaction and employee engagement in a few four- and five-star hotels in Sharm el-Sheikh. The possible mediating function of organizational support in this association is also examined in this study. In order to accomplish this, a survey was created, sent, and given to the selected staff members in order to find out how they felt about the study's elements (employee engagement, guest experience, and organizational support).

According to hotel statistics from the website (Egyptian Hotels Association, 2024), it was shown that the number of hotel establishments in Sharm El Sheikh, Egypt, in the five-star category is 14 hotels and the four-star category is 43 hotels. According to the study sample, the researchers were able to distribute the survey to 5 (35.71%) five-star hotels and 20 (46.51%) four-star hotels. The researchers attribute the choice of the study community to Sharm El Sheikh Hotels, which are in the four- and five-star category, because the institutional nature of these hotels, as far as the researchers know, has more tangible organizational support for employee participation in the nature of work, which is reflected in the results of the study.

Hair et al. (2014) gave suggestions for determining an adequate sample size. By calculating the quantity of variables that are investigated, they provided suggestions for figuring out the optimal size of the sample. At the very least, the ratio of the variable to the sample of 1:10 is adequate. This study required a minimum of 210 participants due to the large number of variables (21 total).There are 488 individuals in our study, which is a sufficient sample size. Based on the valid responses gathered from research participants (488), more than 75% of the individuals who were analysed (86.7%) were male (N = 420), and 12.3% were female (N = 60). In terms of age, people under 20 made up the largest group (23%, N = 112). According to the data, 73.77% of the participants (N = 366) had a bachelor's degree.

The participants were reminded that their involvement in the research was entirely voluntary. Prior to participating in the research, they were required to sign a consent document. Because CMVs sometimes occur, the individuals who took part were requested to fill out the questionnaire on their own. The participants' risk of CMV was reduced since they were given the assurance that their information would be kept confidential and utilized only for the study. There was no "right" or "wrong" response, so participants were encouraged to be fully honest. Furthermore, a common and simple statistical technique (Harman's single-factor test) was used to find CMV. The information was collected between January 1, 2025, and November 18, 2024.

3.2. Development of Measures and Instruments

A questionnaire that participants mostly filled out on their own was used to gather data for this study. We found dependable scales that have been utilized frequently after examining the body of current literature. We developed a four-part standard questionnaire using these scales. The participants' basic demographic data, including age, gender, and educational attainment, were covered in the first section of the questionnaire.

To collect data for this study, participants primarily completed a questionnaire on their own. We found dependable scales that have been utilized frequently after examining the body of current literature. We developed a standard questionnaire with four sections using these scales.

The survey's first component asked for the participants' basic demographic data, including their age, gender, and level of education. The second dimension, which comprises three sub-dimensions (affective involvement, calculated involvement, and normative involvement) on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree), relates to the participants' responses regarding employees' involvement. (1) I really believe that I am to blame for the hotel's problems, which is part of the first sub-dimension, "affective involvement." (Q1A1), (2) the hotel is very personal to me (Q1A2), and (3) I would be happy to continue working here for the rest of my career (Q1A3).The subsequent sub-dimension, "Calculated Involvement," comprises the following items:" (1) It is both required and preferred to stay in the hotel" (Q1B1), (2) I believe that my options are too limited for me to think of leaving the hotel" (Q1B2), and (3) Even if I wanted to leave the hotel, it would be difficult." (Q1B3). Normative Involvement, the third sub-dimension, contained (1) My moral duty to remain stems from my conviction that loyalty is essential. (Q1C1), (2) I discovered how important it is to remain with one company (Q1C2), and (3) I believe that employees nowadays rarely change hotels. "Q1C3." This metric was modified and used by Meyer and Allen (1997), Mayer et al. (1993), Allen and Meyer (1990), and Benabbas (2021).

Six components were included in the second dimension, Organizational Support: (1) I am appreciated for my contribution to the hotel's success. "Q2A1," (2) the hotel holds my values and goals in the highest regard."Q2A2," (3) the hotel sincerely cares about my well-being."Q2A3," (4) the hotels are willing to help me when I need a special favour. (Q2A4), (5) I'm not a big deal to the hotels (R). "Q2A5," and (6) the hotel takes pride in my career accomplishments.Q2A6. (Alrawadieh and Alrawadieh, 2022) modified and applied this measure.

The following six items are part of the third dimension: (1) Compared to other hotels, guests enjoy the way they are treated at this one. Q3A1: Positive comments are made by visitors regarding their experience. " Q3A2", (3) Visitors suggest that their friends and family take advantage of the hotel's amenities. " Q3A3", (4) The level of service rendered precisely matches the needs of the visitors." Q3A4", (5) Visitors told others how good the hotel and the staff were." Q3A5", (6) the staff was pleasant to the guests." Q3A6." Ismail and Yunan (2016), Nunkoo et al. (2020), and Masudin et al. (2022) all modified and applied this metric.

Five academics from the hospitality industry assessed the questionnaire's contents and offered input to confirm its validity, ensuring that the research tool examined the constructs quantitatively meant for evaluating the study's components. Additionally, a pilot study was carried out with forty hotel employees who were not part of the study's core sample to ascertain whether the questionnaire was appropriate and logical, as well as whether the questions were concise, clear, and given consistently. In response to feedback from test volunteers, certain modifications were made to the questionnaire's wording. A number of items were also rearranged and modified. The Cronbach's alpha for the research dimension scale was 0.949, indicating a very high level of internal consistency.

3.3. Data Analysis Tools

To analyze the data, Amos version 26 and SPSS version 29 were utilized. Descriptive statistics such as percentage, mean, and frequency were used to support the study's research components and display the respondents' demographics. With Harman's one-factor test, the Common Method Variance (CMV) was calculated. Confirmatory factor analysis (CFA) and Cronbach's alpha were used to verify the measuring instruments' validity and reliability. Convergent validity was

confirmed by computing the composite reliability (CR) and average variance extracted (AVE). For discriminant validity, we looked at the Fornell–Larcker criterion and the heterotrait–monotrait ratio (HTMT). In order to determine the direction and correlations between the various hypotheses we developed about the variables in the study, we used the bootstrapping technique in conjunction with structural equation modelling (SEM).

4. Results

4.1. Characteristic Data

The mean values for each research variable, derived from the valid responses of 488 participants, were as follows: With mean scores of 3.77-1.10 for employee engagement, 3.95-1.07 for affective participation, 3.82-1.15 for calculated involvement, 3.66-1.14 for normative engagement, 4.09-1.02 for organizational support, and 3.91-1.91 for guest experience, participants showed agreement with the majority of the themes analyzed.

4.2. Assessment of Measurement Models

A self-administered questionnaire was used to collect the data, as previously mentioned. Thus, a common variance/bias (CMV) method was discovered by the use of Harman's single component test (Rodríguez-Ardura and Meseguer-Artola, 2020). It was shown that each variable explained more than half of the variation, indicating that the CMV is not a warning indication. A maximum probability CFA was used to evaluate the study's constructs for correctness and stability. According to Rodríguez-Ardura and Meseguer-Artola (2020), Table 1 shows strong internal consistency because the values of Cronbach's alpha and the latent variable CR are above the threshold value of 0.70. The values for all other variables varied from 0.895 to 0.805 to 0.876 to 0.948 to 0.932 to 0.859.

Table 1. The characteristics and dependability of confirmatory factor analysis.

Variables	Sup-Variables	Codes in Fig.3	Code	Factor Loading	Estimate^	Theta	Sum (estimate)	Sum (estimate)2	Sum Theta	CR[1]	AVE[2]	MSV[3]	SQRT (AVE)	SQRT (MSV)
Independent variable	Employees' Engagement	Affective Involvement	A11	Q1A1	0.864	0.746	0.253	2.58	6.656	0.780	0.895	0.739	1	0.860	1
			A12	Q1A2	0.878	0.770	0.229								
			A13	Q1A3	0.838	0.702	0.297								
		Calculated Involvement	CI1	Q1B1	0.885	0.783	0.216	2.25	5.062	1.225	0.805	0.591	0.499	0.769	0.707
			CI2	Q1B2	0.855	0.731	0.268								
			CI3	Q1B3	0.51	0.260	0.739								
		Normative Involvement	NI1	Q1C1	0.889	0.790	0.209	2.502	6.260	0.885	0.876	0.704	0.278	0.839	0.528
			NI2	Q1C2	0.914	0.835	0.164								
			NI3	Q1C3	0.699	0.488	0.511								
Employees' Engagement								7.332	53.758	2.891	0.948	0.678	0.261	0.823	0.511
Mediating variable	Organizational Support		OS1	Q2A1	0.859	0.737	0.262	5.002	25.020	1.822	0.932	0.696	0.942	0.834	0.971
			OS2	Q2A2	0.837	0.700	0.299								
			OS3	Q2A3	0.876	0.767	0.232								
			OS4	Q2B1	0.853	0.727	0.272								
			OS5	Q2B2	0.807	0.651	0.348								
			OS6	Q2B3	0.77	0.592	0.407								
Dependent variable	Guest Experience		GE1	Q3A1	0.856	0.732	0.267	4.176	17.438	2.852	0.859	0.524	0.240	0.724	0.49
			GE2	Q3A2	0.913	0.833	0.166								
			GE3	Q3A3	0.903	0.815	0.184								
			GE4	Q3A4	0.55	0.3025	0.697								
			GE5	Q3A5	0.541	0.292	0.707								
			GE6	Q3A6	0.413	0.170	0.829								

[1] **Composite Reliability (CR)**
[2] **Average Variance Extracted (AVE)**
[3] **MSV stands for maximum shared variance.**

Construct validity was further examined using convergent and discriminant validities (Chin, Gopal, and Salisbury, 1997). Convergent validity requires an average variance extracted (AVE) of greater than 0.50 and a factor loading of at least 0.50. Kern and Duckworth (2011). Since factor loadings for every research item were higher than 0.50, convergent validity was attained. The Fornell-Larcker criterion states that if a concept's square root of AVE is greater than its correlation with another construct, it must have discriminant validity. The information in Table 3 indicates that the square root of the AVE for each component is more significant than the relationships among them.

4.3. Measurement Model

Since an internet questionnaire was used to collect the data, there may be a common method variance or bias. Thus, three strategies—honesty, secrecy, and anonymity—were used to lower the likelihood of CMV (Nancarrow et al., 2001). Participants were told by the researchers that all data and answers would remain confidential, anonymous. When anonymity is ensured, response bias is less likely to be detected (Randall and Fernandes, 1991). Every participant was requested to provide an honest response to every question—neither true nor untrue. When honesty is guaranteed, it is easier to see a reduction in response bias (Phillips and Clancy, 1972). Additionally, CMV was determined using a well-known statistical procedure known as the single-factor test, which was created by Harman. According to the results of the exploratory factor analysis, one component accounts for 42.3% of the variance. CMV may be a problem if one component dominates the variance and exceeds the 50% threshold. CMV was therefore not a significant concern for this study.

Table 2. Fornell-Larcker criteria-based discriminant validity and correlation between constructs.

Construct	EE	OS	GE
1. Employees' Engagement	**0.823**		
2. Organizational Support	0.57	**0.834**	
3. Guest Experience	0.05	0.88	**0.724**

Note: Bold diagonal numbers indicate the square root of the research components that AVE uses.

According to Henseler, Ringle, and Sarstedt (2015), the heterotrait monotrait correlation ratio (HTMT) was also used to assess the model's discriminant validity. They discovered that discriminant validity is jeopardized as the HTMT score rises beyond 0.85. According to Table 5, the HTMT values of 0.823, 0.834, and 0.724 were all less than 0.85, demonstrating each latent component pair's discriminant validity.

Table 3. HTMT-based discriminant validity.

Construct	EE	OS	GE
1. Employees' Engagement			
2. Organizational Support	.511		
3. Guest Experience	.049	.971	

According to Henseler et al. (2015), the HTMT ought to be less than 0.85.

Employee engagement has a.511 overall (direct and indirect) impact on organizational support. In other words, when employee engagement increases by 1, organizational support increases by 0.511 because employee engagement has an impact on organizational support both directly (unmediated) and indirectly (mediated). Employee engagement has a direct (unmediated) impact of.049 on the guest experience. In other words, when employees' engagement increases by 1, guest experience increases by 0.049 because of the direct (unmediated) relationship between employee engagement and guest experience. This is on top of any potential indirect (mediated) impact that employees' engagement may have on

guest experiences. Organizational support has a direct (unmediated) impact of.971 on the guest experience. In other words, when organizational support increases by 1, guest experience increases by 0.971 because of the direct (unmediated) relationship between organizational support and guest experience. This is on top of any potential indirect (mediated) impact on the guest experience that organizational support may have.

The following statistics on the study's model fit are shown in Table 1: Comparative fit index (CFI) = 0.955, normed fit index (NFI) = 0.938, incremental fit index (IFI) = 0.956, Tucker–Lewis coefficient (TLI) = 0.946, root mean square residual (RMR) = 0.132, X2/df = 3.379, p < 0.001, and root mean square error of approximation (RMSEA) = 0.070.

4.4. Structural Equation Modelling (SEM) Results

Despite being an inherently confirmatory approach, structural equation modelling (SEM) is frequently applied in an exploratory manner in practice. To adapt this confirmatory technique to exploratory usage, a number of tools have been created (MacCallum, 1986). These include the selective addition of parameters to a model using modification indices and Lagrange multiplier tests, and the selective removal of parameters using Wald tests and z statistics, often known as critical ratios (Bentler, 1989; Jöreskog & Sörbom, 1996).

SEM was employed to monitor the development of the study and identify its causal relationships. Hair et al. (2014) state that Table 6 demonstrates how well the study model fits the data. CFI = 0.955, NFI = 0.938, IFI = 0.956, TLI = 0.946, RMR = 0.132, RMSEA = 0.070, and x2/df = 3.379 p < 0.001 were among the goodness-of-fit indices.

The direct impacts are detailed in Table 4 of employees' engagement on organizational support and guest experience, whereas Figure 2 elucidates the indirect effects on guest experience. The findings of this study corroborate H1, showing that their guest experience is not considerably enhanced by employee engagement (β =.049, C.R = 1.0462, t-value =.144, p < 0.001). Consequently, we reject H1. Similarly, organizational support is significantly impacted by employee engagement (β =.511, C.R = 12.14, t-value = 0.000 p < 0.001). Thus, we agree with H2. Furthermore, we endorse H3, which asserts that organizational support has an effect on the guest experience (β =.971, C.R = 18.699, t-value = 0.000, p < 0.001). It was examined how organizational support mediated the relationship between employees' engagement and guest experience. To confirm this indirect association, a bootstrapping technique was employed. Employees' engagement had a positive and statistically significant indirect effect on the guest experience through organizational support, as shown in Table 4 (β = 0.546, C.R = 7.567, t-value = 0.00, p < 0.001). Therefore, we agree with H4. A study of the path was carried out utilizing partial and complete mediation methodologies from Kelloway (1995) and Zhao et al. (2010) in order to look into the mediation role of organizational support in the relationship between employee engagement and guest experience. This showed that partial mediation can only be confirmed when both channels are substantial, but total mediation can only be proven when the indirect effects are significant and the direct effects are not. The results of the SEM show that the relationship between employee engagement and the guest experience is somewhat mediated by organizational support.

Table 4. Estimates of structural parameters.

Path Hypothesized		Standardized Path Coefficients	C.R	t-Value	Results
	Direct Path				
H₁:	Employees' Engagement→ Guest Experience	.049	1.46 2	.144	Refused
H₂:	Employees' Engagement → Organizational Support	.511	12.14	***	Accepted
H₃:	Organizational Support→ Guest Experience	. 971	18.699	***	Accepted
	Indirect path				
H₄:	Employees' Engagement→ Organizational Support→ Guest Experience	0.546	7.567	***	Accepted

The model fit, x2/DF = 3.379 p < 0.001, TLI = 0.946, RMR = 0.132, RMSEA = 0.070, CFI = 0.955, NFI = 0.938, and IFI = 0.956 are the following notes: *** P < 0.001.

The seven measures of fit—NFI, RFI, IFI, TLI, CFI, PNFI, and PCFI—require a "null" or "baseline" defective model in order to compare other models.
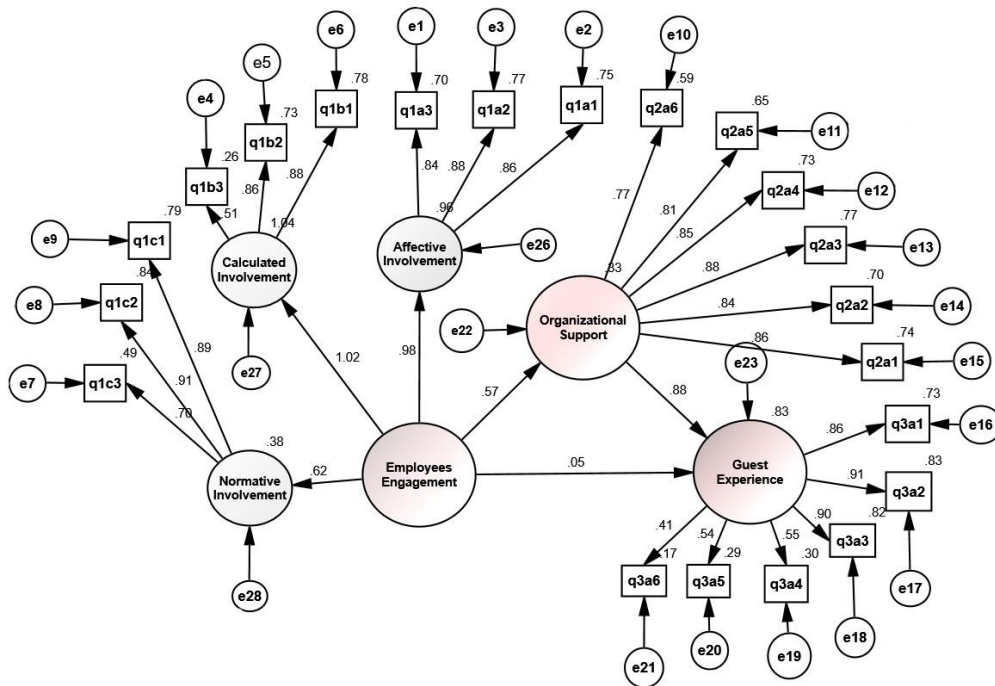
Figure2: Research conceptual model standardized estimates

Tucker-Lewis coefficient (TLI) = 0.946; normative fit index (NFI) = 0.938; (RFI) = 0.925; incremental fit index (IFI) = 0.956; comparative fit index (CFI) = 0.955; (PNFI) = 0.773; (PCFI) = 0.787. (CMIN) = the default model has a discrepancy of 584.545; (DF) = the default model has 173 degrees of freedom. CMIN/DF = 584.545 / 173 = 3.379 is the discrepancy divided by the number of degrees of freedom for the default model. (GFI) =.904 for the default model. (RMR) =.132 for the default model. The root mean square error of approximation (RMSEA) for the default model is.070.

5. Discussion

The purpose of this study is to examine the consequences of employees' engagement in hotels on enriching the hotel guest experience by measuring the mediating role of organizational support provided by hotel establishments in four- and five-star hotels, the research sample and study in Sharm El-Sheikh. Using the research approach, tools and methodology, the research hypotheses were verified and tested. The results reached through structural equation modeling that the model that was built is of high quality and was verified. The results of the hypothesis testing also showed that the independent variable (employees' engagement) does not have a significant impact on the guest experience (dependent variable) in the hotels in the study sample. Employees' engagement also has an impact on organizational support, as the higher the levels of organizational support, the higher the levels of employees' engagement within the organization. The results also showed that organizational support has an impact on the guest experience, and the researchers believe that this appears in the level of service provided by employees and the quality of the products provided, the higher the level of support and attention provided by hotel establishments. While the results showed that there is no effect of employees' engagement on the guest experience, on the other hand, in testing the presence of the mediating variable, which was expressed as (organizational support), the results showed that there is an effect of employees' engagement on the guest experience in the presence of organizational support provided by hotel facilities.

6. Conclusion, implications, and limitations

6.1. Conclusions

This study aimed to test the impact of employees' engagement on the guest experience in the sample hotels. Based on the empirical approach and the use of the statistical methodology, the study found a significant impact of employees' engagement in the sample hotels on the guest experience. This result agree with what mentioned by (Kim and Chen, 2019) which mentioned that host-guest interactions are essential to the emotional fabric of tourism and frequently leave a lasting effect on visitors. As well as the indirect impact of employees' engagement on the guest experience through mediation similar to organizational support, while organizational support was an ideal mediating variable effect. This agree with what mentioned by (Lee & Peccei, 2007; Zacher & Winter, 2011). Who mentioned that by giving them emotional support and a sense of accomplishment, organizational support raises workers' involvement at work .Given the idea of reciprocal benefit, employees who experience organizational assistance frequently feel obligated to repay the favour by adopting constructive attitudes and actions that advance the organization (Murthy, 2017).The results also showed that there was only a partial impact in the relationship between employees' engagement and hotel guest experience. The results also showed a relationship between employees' engagement and guest experience in the presence of organizational support from hotel establishments as an intermediary variable. The results also confirm the main impact of employees' engagement in increasing the effectiveness of the guest experience as the levels of organizational support from hotel establishments increase, which is reflected in increasing the image of the hotels and increasing loyalty and belonging to the hotel organization due to the good service provided by employees and effective participation that contributed to a good guest experience.

6.2. Theoretical Implications

There were theoretical implications to this study that are closely related to the study variables as follows. The theoretical implications include the following points: First: The results reached by the study through the used approach, which included studying the extent of the impact of employees' engagement on improving the guest experience in hotels, through the extent to which hotel establishments contribute to providing organizational support as a mediator. The results of the study showed that there is a high significant impact of employees' engagement (independent variable) in hotels on the positive guest experience (dependent variable). Second: The results also showed the extent of the important role of employees' engagement in enhancing organizational support among hotel establishment guests. Third: The results also highlighted the important role of organizational support in enhancing the experience of hotel establishment guests. The results showed that hotel establishment employees are the most involved in enhancing the guest experience through the organizational support they receive from the establishments in which they work. Organizational support is without a doubt an intermediary variable in the link between work engagement and employees' engagement in the guest experience. According to the researchers, choosing the three variables together is considered a theoretical addition in the context of the hotel industry, the study sample in Sharm El-Sheikh, Egypt, by developing a theoretical framework that includes the research variables and the hypotheses that were proven in the research. Future research can also use the theoretical framework and research relationships as evidence to test these hypotheses on another sample of hotels in the hospitality industry, while studying the best mechanisms that affect the guest experience in the study sample hotels.   According to research, commitment, creativity, and conscientiousness in performing job duties are all positively correlated with alleged organizational backing; employee faith that an organization will achieve its contractual commitments by recognizing and rewarding desired employee performance in the form of praise, promotions, and pay raises is also increased when employees feel appreciated and cared for by the organization. It improves the self-perception, engagement, and sense of belonging of service personnel. Employees that have excellent organizational support are able to provide clients with superior service. Workers think their managers and coworkers are ready and competent to help them with their job-related responsibilities (Eisenberger et al., 2002).

6.3. Practical Implications

When talking about the practical and applied implications on hotel workers in the study sample in Sharm El-Sheikh, Egypt, which should be taken into consideration. The investigation determined the direct and indirect consequences of employees' engagement in creating an unforgettable customer experience through good service and improving customer experience. In addition, the significant and partial mediating effect of organizational support on the relationship between hotel employees' engagement and customer experience was indicated. Moreover, the study confirmed that the organizational support provided by hotel establishments to their employees contributes significantly to improving the guest experience. Employee engagement is crucial in determining visitor happiness and overall business performance in the fast-paced, customer-focused hospitality and tourist industries. This explores the intricacies, difficulties, and effects of employee engagement in the hotel sector, examining its many facets. By analyzing many viewpoints and using research findings, we identify the key elements that influence employee and customer engagement in the hospitality sector. A key component of success in the hotel sector is employee engagement. Creating an

atmosphere where staff members are inspired to go above and beyond for their guests and feel enthusiastic about their profession is more important than simply having happy employees. Guest loyalty and pleasure are directly impacted by engaged staff. Imagine arriving at a hotel where the staff treats you like a long-lost friend, showing you genuine love and attention. It establishes a good rapport right away and sets the stage for a memorable visit. Employee engagement increases the likelihood that they will anticipate and meet the demands of guests, which raises customer satisfaction. They recognized the value of individualized service and work to make every visitor's stay unforgettable. This level of dedication and concern increases the possibility that guests will return and recommend the hotel to others, so improving guest loyalty.

Author Contributions: Conceptualization, data curation, formal analysis, resources, software, supervision, validation, visualization, A.A.A., A.T.M., and E.M.A. Writing: first draft, review, and editing. The authors have read and approved the manuscript's published form.

Data Availability Statement: Researchers that meet the qualifying requirements can provide data upon request. Please send an email to the first author in private.

References:

Alhelalat, J.A., Ma'moun, A.H., & Twaissi, N.M. (2017). The impact of personal and functional aspects of restaurant employee service behaviour on customer satisfaction. Int. J. Hosp. Manag. 66 (September), 46–53.

Allen N.J., &Meyer J.P. (1990) the measurement and antecedent of affective, continuance, and normative commitment to the organization, Journal of Occupational Psychology, (63), PP.1-18.

Alrawadieh, D., & Alrawadieh, Z. (2022). Perceived organizational support and well- being of tour guides: The mediating effects of quality of work life. International Journal of Tourism Research, 24(3), 413-424.

Bakker, A.M., & van, M. (2017).Woerkom, Flow at work: a self-determination perspective, Occupational Health Science 1 (2017) 47–65, https://doi.org/10.1007/s41542- 017-0003-3.

Bartholomeyczik, K, Knierim, M., & Weinhardt, C. (2023). Fostering flow experiences at work: a framework and research agenda for developing flow interventions, Front. Psychol. 14 (2023) 1143654, https://doi.org/10.3389/fpsyg.2023.1143654.

Beˇsi´c, A.C. Hirt, Z., & Rahimi, C. (2024). Contextualizing employee engagement in crisis: a protective, caring approach to employee engagement in the banking sector in Bosnia and Herzegovina, Employee Relat. 46 (9) (2024) 42–59, https://doi.org/10.1108/ER-12-2023-0623.

Benabbas A. (2021) "Employee Involvement in Total Quality Management ERA, Case Study: Condor Electronics", Business Sciences Review, 20, (1) 28-52.

Bentler, P. (1989). EQS structural equations program manual. Los Angeles, CA: BMDP Statistical Software.

Bitner, M.J. (1992). Servicescapes – the impact of physical surroundings on customers and employees. J. Mark. 56, 57–71.

Bove, L. L., Pervan, S. J., Beatty, S. E., & Shiu, E. (2008). Service worker role in encouraging customer organizational citizenship behaviors. Journal of Business Research, 62, 698–705.

Bowen, D.E., & Schneider, B. (2014). A service climate synthesis and future research agenda. J. Serv. Res. 17, 5–22.

Carmeli, A., Brammer, S., Gomes, E., & Tarba, S. (2017). An organizational ethic of care and employee involvement in sustainability-related behaviors: A social identity perspective. Journal of Organizational Behavior, 38(9), 1380–1395.

Cheng, M., & Zhang, G. (2019). When Western hosts meet Eastern guests: Airbnb hosts' experience with Chinese outbound tourists. Annals of Tourism Research, 75, 288–303. https://doi.org/10.1016/j.annals.2019.02.006

Chin, W.W., Gopal, A., & Salisbury, W.D. (1997). Advancing the theory of adaptive structuration: The development of a scale to measure faithfulness of appropriation. Inf. Syst. Res., 8, 342–367.

Coelho, F., Augusto, M., &Lages, L.F. (2011). Contextual factors and the creativity of frontline employees: the mediating effects of role stress and intrinsic motivation. J. Retail. 87, 31–45.

Conway, M. A., & Pleydell-Pearce, C. W. (2000). The construction of autobiographical memories in the self-memory system. Psychological Review, 107(2), 261.

Deci, L., & Ryan, R. (2014). Autonomy and need satisfaction in close relationships: relationships motivation theory, in: N. Weinstein (Ed.), Human Motivation and Interpersonal Relationships, Springer, Dordrecht, 2014, https://doi.org/10.1007/978-94-017-8542-6_3.

DeNunzio, M., Smith, R., & Naidoo, L. (2024). The development and validation of an ideal point measure of work engagement, J. Bus. Psychol. 39 (2024) 345–368, https://doi.org/10.1007/s10869-023-09901-y.

Duckworth, A., & Kern, L. (2011). A meta-analysis of the convergent validity of self-control J. Res. Personal., 45, 259–268.

Edelman, D., & Singer, M. (2015). Competing on customer journeys. Harv. Bus. Rev. 93, 88–100.

Egyptian Hotels Association. (2024). http://www.egyptianhotels.org/Home/HotelsDetails/990?N=KIROSEIZ%20%20RESORT.

Eisenberger R., Stinglhamber F., Vandenberghe C., Sucharski I. L., & Rhoades L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. J. Appl. Psychol. 87, 565–573. doi: 10.1037/0021-9010.87.3.565.

Eisenberger, R., & Stinglhamber, F. (2011). Perceived organizational support: Fostering enthusiastic and productive employees. American Psychological Association.

Farmaki, A., & Kaniadakis, A. (2020). Power dynamics in peer-to-peer accommodation: Insights from Airbnb hosts. International Journal of Hospitality Management, 89, Article 102571.

Fletcher, R. (2024).Enhancing employee engagement: understanding what drives engagement. https://www.mindsetmanage.com/articles-blog/drive-engagement, 2024.

Ford, C., & Dickson, R. (2012). Enhancing customer self-efficacy in co-producing service experiences. Bus. Horiz. 55, 179–188.

Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. Journal of Management, 31, 7–27.

Gupta, A. &Tandon, D. (2019). Barman, Employee engagement: evolution, approaches, and perspectives, in: N. Sharma, N. Chaudhary, V. Singh (Eds.), Management Techniques for Employee Engagement in Contemporary Organizations, IGI Global, 2019, pp. 1–19, https://doi.org/10.4018/978-1-5225-7799-7.ch001.

Hair, J., Anderson, R., &Tatham, R., Black, W. (2014). Multivariate Data Analysis; Prentice Hall: Saddle River, NJ, USA.

Hardyman, W., Daunt, L., & Kitchener, M. (2015). Value co-creation through patient engagement in health care: a micro-level approach and research agenda. Public Management Review, 17(1), pp. 90- 107

Harrington, R.J., Ottenbacher, M.C., Staggs, A., & Powell, F.A. (2012). Generation Y consumers key restaurant attributes affecting positive and negative experiences. J. Hosp. Tour. Res. 36 (4), 431–449.

Harter, J.(2024). In new workplace, U.S. employee engagement stagnates. https://www.gallup.com/workplace/608675/new-workplace-employee-engagementstagnates.aspx, 2024.

Hashem, T. & Ali, N. (2019). The Impact of Service Quality on Customer Loyalty: A Study of Dental Clinics in Jordan. International Journal of Medical and Health Research, 5(1), pp. 65-68.

Henseler, J., Ringle, C.M., & Sarstedt, M. (2015) A new criterion for assessing discriminant validity in variance-based structural equation modeling. J. Acad. Mark. Sci., 43, 115–135.

Heung, C., & GU, T. (2012). Influence of restaurant atmospherics on patron satisfaction and behavioral intentions. Int. J. Hosp. Manag. 31 (4), 1167–1177.

Hoang, T., & Suleri, J. (2021). Customer behaviour in restaurants before and during COVID19: a study in Vietnam. Res. Hosp. Manag. 11 (3), 205–214.

Hung, S., & Chen, K. (2020). The role of organizational support and problem space complexity on organizational performance: A business intelligence perspective. Pacific Asia Journal of the Association for Information Systems, 12(1), 1–22.

Irfan, M., Khalid, R., Kaka Khel, S., Maqsoom, A., & Sherani, I. (2021). Impact of work–life balance with the role of organizational support and job burnout on project performance. Engineering, Construction and Architectural Management, 30(1), 154–171.

Ismail, A., & Yunan, Y. (2016). Service Quality as a Predictor of Customer Satisfaction and Customer Loyalty. LogForumJ.LOG, 124(124), 269–283.

Jöreskog, G. & Sörbom, D. (1996). LISREL 8 User's reference guide. Chicago: Scientific Software.

Kandampully, J., Zhang, C., & Jaakkola, E. (2018). Customer experience management in hospitality: a literature synthesis, new understanding and research agenda. Int. J. Contemp. Hosp. Manag. 30 (1), 21–56.

Karatepe, O., & Mehmet, A. (2016). The effects of organization mission fulfillment and perceived organizational support on job performance: The mediating role of work engagement. International Journal of Bank Marketing, 34(3), 368–387.

Kelloway, K. (1995) Structural equation modelling in perspective. J. Organ. Behav., 16, 215–224.

Kim, H., & Chen, J. S. (2019). The memorable travel experience and its reminiscence functions. Journal of Travel Research, 58(4), 637–649. https://doi.org/10.1177/ 0047287518772366

Klaus, P. (2014a). Measuring Customer Experience: How to Develop and Execute the Most Profitable Customer Experience Strategies. London: Palgrave-Macmillan.

Klaus, P. (2014b). Towards practical relevance - Delivering superior firm performance through digital customer experience strategies. Journal of Direct, Data and Digital Marketing Practice, 15(4), 306–316.

Kossyva, D., Theriou, G., Aggelidis, V., & Sarigiannidis, L. (2023). Definitions and antecedents of engagement: a systematic literature review, Management Research Review 46 (5) 719–738, https://doi.org/10.1108/MRR-01-2021-0043.

Kossyva, D., Theriou, G., Aggelidis, V., & Sarigiannidis, L. (2023). Outcomes of engagement: a systematic literature review and future research directions, Heliyon 9 (6) e17565, https://doi.org/10.1016/j.heliyon.2023.e17565.

Kranzbühler, A., Kleijnen, P., Morgan, E., Teerling, M. (2018). The multilevel nature of customer experience research: an integrative review and research agenda. Int. J. Manag. Rev. 20 (2), 433–456.

Kurtessis, J., Eisenberger, R., Ford, M., Buffardi, L., Stewart, K., & Adis, C. (2015). Perceived organizational support: A meta-analytic evaluation of organizational support theory. Journal of Management, 43(6), 1854–1884.

Laming, C., &Mason, K. (2014). Customer experience - an analysis of the concept and its performance in airline brands. Research in Transportation Business and Management, 10, 15–25.

Larsen, S., & Jenssen, D. (2004). The school trip: Travelling with, not to or from. Scandinavian Journal of Hospitality and Tourism, 4(1), 43–57.

Lee, J., & Peccei, R. (2007). Perceived organizational support and affective commitment: The mediating role of organization-based self-esteem in the context of job insecurity. Journal of Organizational Behavior, 28(6), 661–685. https://doi.org/10.1002/job.431

Loan, L. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. Management Science Letters, 10(14), 3307.

MacCallum, R.C. (1986). Specification searches in covariance structure modeling. Psychological Bulletin, 100, 107–120.

Masudin, I., Hanifah, P., Dewi, K.; Restuputri, P.; Handayani, I. (2022). Customer Perception of Logistics Service Quality Using SIPA and Modified Kano: Case Study of Indonesian E-Commerce. Logistics, 6, 51. 1-23

McColl-Kennedy, J. R., Gustafsson, A., Jaakkola, E., Klaus, P., Radnor, J., Perks, H., Friman, M. (2015). Fresh perspectives on customer experience. The Journal of Services Marketing, 29(6/7), pp. 430–435.

Meyer J.P., Allen N.J., & Smith C.A. (1993) "Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization", Journal of Applied Psychology, 78(4), PP.538-551.

Mindsetmanage, Engagement theory. https://www.mindsetmanage.com/concepts guidelines/engagement/flowwork-theory, 2024.

Mohamad, Y. (2017). Service Quality, Customer Satisfaction, and Customer Loyalty of the Hotel Industry in UAE. European Journal of Management and Marketing Studies, 2(4).

Moon, H., Miao, L., Hanks, L., & Line, N. D. (2019). Peer-to-peer interactions: Perspectives of Airbnb guests and hosts. International Journal of Hospitality Management, 77, 405–414. https://doi.org/10.1016/j.ijhm.2018.08.004

Murthy, R. (2017). Perceived organizational support and work engagement. International Journal of Applied Research, 3(5), 738–740.

Myo, Y., Khalifa, G. & Aye, T., (2019). The Impact of Service Quality on Customer Loyalty of Myanmar Hospitality Industry: The Mediating Role of Customer Satisfaction. International Journal of Management and Human Science, 3(3).

Nancarrow, C.; Brace, I.; Wright, T. (2001). Tell me Lies, Tell me Sweet Little Lies: Dealing with Socially Desirable Responses in Market Research. Mark Rev. 2001, 2, 55–69. [CrossRef]

Nunkoo, R., Teeroovengadum, V., Ringle, C. M., & Sunnassee, V. (2020). Service quality and customer satisfaction: The moderating effects of hotel star rating. International Journal of Hospitality Management, 91, 102414.

Nusantria, S. (2012). Employee engagement: Anteseden dan konsekuensi. Skripsi Sarjana, Fakultas Ekonomi dan Bisnis Universitas Diponegoro, Semarang.

Obiekwe, O., & Zeb-Obipi, I. (2018).Team-based family cultureand Employee Involvement in the Nigerian Manufacturing Firms, International Journal of Social Sciences and Management Research, 4 (1), 52-60f

Oh, H., Fiore, A. M., & Jeoung, M. (2007). Measuring experience economy concepts: Tourism applications. Journal of Travel Research, 46(2), 119–132.

Otnes, C.C., Ilhan, B.E., &Kulkarni, A. (2012). The language of marketplace rituals: implications for customer experience management. J. Retail. 88, 367–383.

Palmer, A. (2010). Customer experience management: a critical review of an emerging idea. J. Serv. Mark. 24 (3), 196–208.

Patrício, L., Fisk, P., &Cunha, .E. (2008). Designing multi-interface service experiences – the service experience blueprint. J. Serv. Res. 10, 318–334.

Phillips, L., & Clancy, J. (1972). Some Effects of "Social Desirability" in Survey Studies. Am. J. Sociol. 1972, 77, 921–940. [CrossRef].

Preuss, G.A., & Lautsch, (2002). The effect of formal versus informal job security on employee involvement programs. Industrial Relations, 57 (3), 517- 541

Purwanto, A., Purba, J., Bernarto, I., & Sijabat, R. (2021). Effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior. Inovbiz: Journal Inovasi Bisnis, 9(1), 61–69.

Q. Yan, S.I. & Donaldson. (2022). what are the differences between flow and work engagement? A systematic review of positive intervention research, J. Posit. Psychol. 18 (3) (2022) 449–459, https://doi.org/10.1080/17439760.2022.2036798.

Randall, D.M., & Fernandes, M.F. (1991).The Social Desirability Response Bias in Ethics Research. J. Bus. Ethics 1991, 10, 805–817. [CrossRef]

Rashid, I. (2015). The Impact of Service Quality and Customer Satisfaction on Customer's Loyalty: Evidence from Fast Food Restaurant of Malaysia. International Journal of Information, Business, and Management, 7(4), pp. 201-250.

Rodríguez-Ardura, I., &Meseguer-Artola, A. (2020) How to prevent, detect, and control common method variance in electronic commerce research. J. Theor. Appl. Electron. Commer. Res., 15, 1–5.

Ryu, K., Han, H. (2011). New or repeat customers: how does physical environment influence their restaurant experience? Int. J. Hosp. Manag. 30 (3), 599–611.

Ryu, K., Lee, H.-R., &Kim, W.G. (2012). The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions. Int. J. Contemp. Hosp. Manag. 24 (2), 200–223.

Saks, A. (2006). Antecedents and consequences of employee engagement. Journal of Managerial Psychology, 21, 600–619.

Saleem, H. & Raja, N., (2014). The Impact of Service Quality on Customer Satisfaction, Customer Loyalty and Brand Image: Evidence from Hotel Industry of Pakistan. Middle-East Journal of Scientific Research, 19(5), pp. 706-711.

Saura, I. G., Frances, D.S., Contri, G.B. & Blasco, M.F. (2008). Logistics service quality: a new way to loyalty. *Industrial Management and Data System*, 108(5), 650-668.

Schmitt, B.H. (2003). Customer Experience Management: A Revolutionary Approach to Connecting with Your Customers. John Wiley & Sons, New York, NY.

Sofijanova, E. & Zabijakin-Chatleska, V. (2013). Employee involvement and organizational performance: Evidence from the manufacturing sector in Republic of Macedonia. Traka Journal of Science, 11(1), 31-36.

Sthapit, E., & Jim´ enez-Barreto, J. (2018). Exploring tourists' memorable hospitality experiences: An Airbnb perspective. Tourism Management Perspectives, 28, 83–92. https://doi.org/10.1016/j.tmp.2018.08.006

Stokburger-Sauer, N. E., Scholl-Grissemann, U., Teichmann, K., & Wetzels, M. (2016). Value cocreation at its peak: the asymmetric relationship between coproduction and loyalty. Journal of Service Management, 27 (4), 563-590.

Suifan, T., Abdallah, A., & Al Janini, M. (2018). The impact of transformational leadership on employees' creativity: The mediating role of perceived organizational support. Management Research Review, 41(1), 113–132.

Tang, Y., Wang, Y., Zhou, H., Wang, J., Zhang, R., & Lu, Q. (2023). The relationship between psychiatric nurses' perceived organizational support and job burnout: Mediating role of psychological capital. Frontiers in Psychology, 14, 1099687. https://doi.org/10.3389/fpsyg.2023.1099687

Tung, S., & Ritchie, B. (2011). Exploring the essence of memorable tourism experiences. Annals of Tourism Research, 38(4), 1367–1386. https://doi.org/ 10.1016/j.annals.2011.03.009

Veldsman, D. (2018). The Flow Work Model as a talent retention framework for the knowledge economy, in: M. Coetzee, I.L. Potgieter, N. Ferreira (Eds.), Psychology of Retention: Theory, Research and Practice, Springer, Cham, pp. 35–54, https://doi.org/10.1007/978-3-319-98920-4_2

Verhoef, P.C., Lemon, K.N., Parasuraman, A., Roggeveen, A., Tsiros, M., &Schlesinger, L. A., (2009). Customer experience creation. Determinants, dynamics and management strategies. J. Retail. 85 (1), 31–41.

Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader–member exchange: A social exchange perspective. Academy of Management Journal, 40, 82–111.

Wirtz, D., Kruger, J., Scollon, C. N., & Diener, E. (2003). What to do on spring break? The role of predicted, on-line, and remembered experience in future choice. Psychological Science, 14(5), 520–524.

Witell, L., Kowalkowski, C., Perks, H., Raddats, C., Schwabe, M., Benedettini, O., & Burton, J., (2020). Characterizing customer experience management in business markets. J. Bus. Res. 116, 420–430.

Wu, G., Wu, Y., Li, H., & Dan, C. (2018). Job burnout, work-family conflict, and project performance for construction professionals: The moderating role of organizational support. International Journal of Environmental Research and Public Health, 15(12), 28–49.

Zacher, H., & Winter, G. (2011). Eldercare demands, strain, and work engagement: The moderating role of perceived organizational support. Journal of Vocational Behavior, 79(3), 667–680. https://doi.org/10.1016/j.jvb.2011.03.020

Zhao, X., &Lynch, J.G. (2010).Chen, Q. Reconsidering Baron and Kenny: Myths and Truths about Mediation Analysis. J. Consum. Res., 37, 197–206.
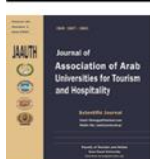
أثر مشاركة الموظفين في خلق تجربة لا تنسي للضيوف في صناعة الفنادق: الدور المعدل للدعم التنظيمي

محمد أحمد السعيد¹   عبد المنعم العدوى²   تامر محمد عامر³

قسم الدراسات الفندقية – كلية السياحة والفنادق – جامعة المنصورة

قسم إدارة الفنادق – كلية السياحة والفنادق – جامعة مدينة السادات

معلومات المقالة	الملخص
الكلمات المفتاحية مشاركة الموظفين؛ الدعم التنظيمي؛ تجربة الضيف؛ صناعة الفنادق. **(JAAUTH)** المجلد 28، العدد 1، (2025)، ص 194-214.	كان الغرض من هذه الدراسة هو النظر في كيفية تأثير مشاركة الموظفي في الفنادق على جودة التجربة التي يخوضها الزوار. وعلاوة على ذلك، هدفت الدراسة إلى التحقيق تجريبياً في الدور الوسيط المحتمل للدعم التنظيمي في الفنادق في شرم الشيخ بين مشاركة الموظفين وتجربة الضيف. من أجل التأكد من وجهات نظر الموظفين الذين تم اختيارهم للمشاركة في البحث حول عناصر الدراسة(مشاركة الموظفين، خلق تجربة للضيوف، الدعم التنظيمي). تم إنشاء استبيان على شبكة الإنترنت وتوزيعه على الموظفين في الفنادق ذات الأربع والخمس نجوم في شرم الشيخ، مصر، من أجل تحقيق هذه الأهداف. كان هناك ٥٧ فندقًا في شرم الشيخ بشكل عام. لم يكن هناك سوى ٤٨٠ نموذجًا يمكن استخدامها للتحليل الإحصائي. تم تحليل البيانات باستخدام Amos الإصدار ٢٦ وSPSS الإصدار ٢٩ تم اختبار فرضيات الدراسة باستخدام تقدير أقصى احتمالية في نهج نمذجة المعادلات الهيكلية (SEM). أظهرت نتائج هذه الدراسة أن مشاركة موظفي الفندق تعمل على تحسين تجربة الضيف بشكل كبير سواء بشكل مباشر أو غير مباشر (عبر الدعم التنظيمي). بالإضافة إلى ذلك، أظهرت الدراسة أن الدعم التنظيمي كان له تأثير وساطة جزئي كبير على العلاقة بين مشاركة موظفي الفندق وتجربة الضيف. بالإضافة إلى ذلك، أكدت الدراسة أن تحسين تجربة الضيف يساعد بشكل كبير من خلال الدعم التنظيمي. بناءً على البيانات التي تم أخذها في الاعتبار، تم إنشاء العديد من التوصيات لتعزيز مشاركة الموظفين في الفنادق المصرية.