



The nexus of job resources and turnover intentions with the mediating role of employees' work engagement in the hospitality industry

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The nexus of job resources and turnover intentions with the mediating role of employees’ work engagement in the hospitality industry

Abstract

Purpose - Employees turnover is considered a prevailing worldwide problem (Vasquez, 2014).

The study aims at testing the impact of job resources on employees’ work engagement and turnover intentions of different ages, gender, and organizational hierarchy.

Design/Methodology/Approach - The study utilized an online survey method using the Job demands-resources (JD-R) theory. Data were collected from 408 hotel employees. The analysis was conducted through Structural Equation Modeling.

Findings- The study finds that job resources positively impact work engagement. Moreover, work engagement negatively influences employees’ turnover intention. In addition, work engagement is found as an underlying psychological mechanism between job resources and turnover intentions. Further, age, gender, and organizational hierarchy play a significant role in moderating the relationship between work engagement and turnover intentions.

Originality/value - The study suggests that job resources can overcome turnover intentions among employees concerning diverse age, gender, and organizational hierarchy for reciprocal relationships. Based on the percepts of the JD-R theory, the empirically tests the neglected role of ages, gender, and the organizational hierarchy on employees’ work engagement and turnover intentions in the hospitality sector in a developing country context.

Keywords: Work engagement; Job resources, Age, Gender, Organizational hierarchy

6. Implications for research, practice and/or society: Well-written and improved!	Thanks for acknowledgment.
7. Quality of Communication: From my point of view the communication is very good. I did not find typos in this revised version.	Thanks for acknowledgment.

1. Introduction

Advanced and emerging economies are migrating from the production to the services sector (Khajeheian, 2017). The world travel and tourism industry has contributed 10.4% to the global GDP and 9.9% to employment (WTTC, 2018). Travel and tourism directly contributed 2.7% and jobs 2.3% to the Pakistani economy (WTTC, 2017). The Pakistani government has also taken different measures to promote tourism by setting the target of one trillion rupees for the economy by 2025.

Employees turnover is considered a prevailing problem worldwide (Vasquez, 2014; Kachi, Inoue, Eguchi, Kawakami, Shimazu, & Tsutsumi, 2020). Specifically, the hospitality industry is known to have a relatively higher turnover, with an increasing trend reaching the astonishing level of 72% (Malek et al., 2018). The hospitality industry environment is characterized by poor working conditions, including higher work overload, and associated with higher employee turnover. Whereas the hospitality industry is customer-centric, and business success depends upon the service of employees to customers (Tripathi et al., 2021). Past research stressed that the service-oriented industry mainly depends on engaged employees (Chen and Peng, 2018), enabling organizations to achieve competitive advantage and negatively impacting turnover intentions (Wang et al., 2020). However, only 30% of employees were engaged in their work (Gallup, 2017).

Work engagement is considered one of the most noticeable and critical triggers of business success (Karatepe and Karadas, 2015). For a customer-driven industry (hospitality), employees are the ambassador and are required to keep them engaged. During the intense competition, a key source of gaining a competitive advantage among hospitality organizations is to attract and retain engaged employees (Akgunduz et al., 2020). The determination of the cause of employees'

turnover is crucial to prevent risking organizational performance and profitability (Lu and Gursoy, 2017). Although, work engagement is an under-researched construct and has scarcely been observed in the hospitality sector (Karatepe & Olugbade, 2016). Work engagement is mainly stimulated through different job resources that satisfy basic needs and help in the achievement of work goals (Schaufeli and Bakker, 2004).

Job resources are considered positive psychological features of the self, involve a motivational process, and have a direct relationship and influence on work engagement (Bakker et al., 2007; Schaufeli and Bakker, 2004). Job resources influence the adverse effects of job demands and help to acquire higher engagement over time (Bakker and Demerouti, 2007, 2017). Knight et al. (2017) suggested investigating job resources (e.g., autonomy, social support, and feedback) as work engagement interventions. The research highlighted the importance of employees' relationships with peers and supervisors in the motivation process (Xanthopoulou et al., 2009). Such resources are relationship-based, play a significant role in the service sector, and may serve as important facilitators for work engagement.

Moreover, the literature suggested investigating job autonomy, social support, and feedback to promote work engagement (Bakker and Demerouti, 2008). The hospitality sector is a demanding nature job that requires higher job resources to cope with the requirement.

In addition, studies based on the job-demands resources (JD-R) theory also demonstrated the mediating role of engagement in the relationships between job characteristics and job performance (Schaufeli and Bakker, 2004). Work engagement (directly or indirectly) impacts employees' turnover intentions (Chan et al., 2016). However, hospitality literature only offers a few studies regarding the mediating mechanisms between personal/job resources and turnover intentions (Schaufeli and Bakker, 2004).

Based on the literature, a few notable gaps were identified. First, despite the significance of work engagement, its role in the hospitality context is still underreported, especially concerning how job resources influence employees' work engagement and turnover intentions (Radic *et al.*, 2020). In general, intervention studies identified this gap and have indicated job resources as a possible factor in increasing work engagement (Wingerden *et al.*, 2016). Similarly, the predominant concern about the impact of work engagement on turnover intentions in the hospitality context is scarcely investigated (Kang and Busser, 2018; Karatepe and Ngeche, 2012).

Second, the role of intervening variables such as age, gender, and organizational hierarchy in the relationship between work engagement and turnover intentions is mostly unexplored. Literature states that work engagement is not gender-neutral as it is influenced by different internal and external factors and may vary across other age groups (Banihani *et al.*, 2013). Consequently, it is necessary to investigate and hypothesize ways to remain involved with workers of both genders at different age and organizational levels. Additionally, there are inconsistent results on the relationship between gender and work engagement (Schaufeli *et al.*, 2006). Moreover, work engagement differs in different organizational hierarchies (Kang and Busser, 2018). In particular, research is needed to identify how gender, age, and organizational hierarchy influence the level of engagement and turnover intentions (Lu *et al.*, 2016). This study may be among the first studies to simultaneously assess the differences between age, gender, and organizational hierarchy. In a nutshell, the current study intends to discuss the following points by adopting the explanation of the contemporary JD-R theory (a) exploring the relationship of job resources (autonomy, feedback, and social support) with employee work engagement. (b) the mediating role of work engagement in the relationship between job resources and turnover intentions (b)

role of age, gender, and organizational hierarchy in the relationship between work engagement and turnover intentions among employees of the hospitality industry in developing countries like Pakistan.

2. Literature review

2.1 Job demands-resources model

The job Demands-Resources (JD-R) is a popular theory of occupational well-being, adopted within positive psychology (Bakker & Demerouti, 2007; 2008). JD-R explains how job demand and resources influence work engagement (Radic et al., 2020). Furthermore, the JD-R theory is classified into job demands and resources. Crawford et al. (2010) found that job resources were positively related to engagement and negatively to burnout. Quiñones et al. (2013) indicated that job resources enhance empowerment perception and ultimately become a source for increasing work engagement. Job resources are considered more important than job demand as they are antecedents of work engagement capable of providing better opportunities for learning and growth (Demerouti et al., 2001; Bakker and Demerouti, 2007; Schaufeli and Bakker, 2004; Cangialosi et al., 2020a).

The present study used the JD–R theory (Bakker and Demerouti, 2008) to understand the relationship between job resources and engagement. The JD-R theory says that work engagement can be driven by job demands and resources, either independently or together (Knight *et al.*, 2017; Radic *et al.*, 2020). The study established that when employees are provided with a higher level of job resources such as autonomy, feedback, and social support, they become more engaged, decreasing their turnover intention. Hence job resources such as autonomy, feedback, and social support are taken as independent variables, work engagement as the mediating

variable, and turnover intentions are treated as outcomes variable in the conceptual framework (Figure 1).

2.2 Job resources and work engagement

Schaufeli et al. (2002) defined engagement as a positive, fulfilling, and work-related state of mind with vigor, absorption, and dedication. Vigor is the flexibility of mind at work; dedication explains individual engagement in the job; absorption describes happiness and attention at work. Overall, work engagement is a high level of personal concentration, motivation, loyalty, and commitment of individuals toward the job (Schaufeli et al., 2002).

On the other hand, job resources are physical, psychological, social, or organizational aspects of the work environment that are critical to achieving work goals or stimulating personal growth, learning, and development of working individuals (Bakker and Demerouti, 2007; Demerouti et al., 2001). Job resources may be located at the organizational (financial reward for motivation), interpersonal (social relations), job (feedback to foster performance), and task levels (job-related motivation) (Bakker et al., 2014b) and include autonomy, feedback, supervisor support, social support, skill variety empowerment, and autonomy (Bakker et al., 2003; Demerouti et al., 2001; Xanthopoulou et al., 2007). The present study focused on three essential job resources widely recognized in organizational research. They are autonomy, feedback, and social support (Bakker and Demerouti, 2007)

Job autonomy refers to the degree of freedom, independence, and discretion provided to an employee to schedule and achieve the task and has a positive relationship with work engagement (Hackman and Oldham, 1975; Bakker and Demerouti, 2007, 2008). The hospitality literature indeed demonstrates that autonomy influences the quality of service, performance, and engagement of employees (Xanthopoulou et al., 2009). However, literature is still scarce

concerning how job autonomy and other job resources influence employees' engagement and turnover intentions in the hospitality industry.

Feedback is another crucial job resource and is defined as information that can be made available to individuals in the work environment and enhances employees work engagement (Bakker, 2011). Moreover, several studies show that the relationship between feedback and work engagement is positive (Schaufeli and Bakker, 2004; Cangialosi *et al.*, 2020b). The attention to feedback has increased in the hospitality industry due to its positive role in different work outcomes (Lu et al., 2016).

Social support is considered the organizational assistance available from co-workers and supervisors (Theorell *et al.*, 1990). Social support is a vital job resource that promotes work engagement (Bakker and Demerouti, 2007). Social support is also significant in the hospitality industry as it leads to greater work engagement, low turnover intention, higher career satisfaction, and job performance (Karatepe, 2012; Karatepe and Olugbade, 2016; Lu et al., 2016). Therefore, based on the above findings, it can be posited that:

H₁. There is a positive and significant association between job resources (a) autonomy, (b) feedback, (c) social support, and work engagement.

2.3 Work engagement and turnover intentions

Bothma & Roodt (2013) defined turnover intentions as “a mental decision prevailing between an individual's approach to continue or leave the work.” Engagement can be theorized as an antecedent of intention to turnover, among other factors. Karatepe and Ngeche (2012) indicated that the intention to leave the organization in engaged employees is less than those who are disengaged. Engaged employees tend to have low intentions toward turnover. Work engagement

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3 directly or indirectly influences employees' turnover intention (Chan et al., 2016). In short,
4 engaged employees are more dedicated to their organization and willing to work, ultimately
5 increasing their performance and demonstrating low intentions to leave the job (Karatepe and
6 Ngeche, 2012). Finally, Lu *et al.* (2016) added that indicators of work engagement, vigor,
7 absorption, and dedication have a negative impact on turnover intentions.
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15 **H₂.** Work engagement is negatively associated with turnover intentions.
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18 19 *2.4 The mediating role of work engagement*

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22 Work engagement is a motivational construct that often plays a mediating mechanism between
23 antecedents and outcomes. The mediating role of work engagement between job resources and
24 work outcomes is also confirmed by Bakker and Demerouti (2008). In connection to the
25 hospitality industry, the mediating role of work engagement was investigated between different
26 antecedents and outcomes such as extra-role performance, job performance (Li et al., 2012),
27 turnover intentions (Kang and Busser, 2018), customer service (Karatepe, 2011). However,
28 literature is inconclusive about the mediating role of work engagement between job resources
29 and turnover intentions in hospitality. Thus, this study posited that:
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40 **H₃.** Work Engagement mediates the relationship between job resources; autonomy (a),
41 feedback (b), social support (c), and turnover intentions.
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46 47 *2.5 Interaction of age, gender, and organizational hierarchy of work engagement*

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50 Several demographic differences among the workforce, including age mainly categorized as
51 young and old. Age has become an ordinary statistical control factor to focus (Truxillo and
52 Fraccaroli, 2013). Employees under the age of 40 are considered young. Literature has identified
53 that older employees are more engaged than younger ones (Kim & Kang, 2017). Thus, this
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study's mixed results set out to investigate the difference in age in the relationship between work engagement and turnover intentions.

H₄. The impact of work engagement on turnover intentions differs among younger and older employees.

Literature has identified that gender determines turnover intention (Karatepe et al., 2006). There are contrasting results about gender differences, and some studies indicated no substantial variance among men and women toward work engagement (Rigg et al., 2014). In contrast, others suggest that men have higher work engagement than women (Banihani et al., 2013). Thus, the difference between male and female work engagement and turnover intentions can be hypothesized based on differing results.

H₅. The impact of work engagement on turnover intention differs concerning gender (male and female).

Employees' perceptions differ from position to position. Supervisors tend to have a higher engagement level compared to employees. Furthermore, highly engaged supervisors are assets to their organization as they contribute to developing more engaged employees. Cole and Bruch (2006) identified a substantial difference in turnover intentions across hierarchical groups. Similarly, the hospitality sector's existing studies indicated that work engagement and turnover intentions differ between managers, supervisors, and line-level employees (Kang and Busser, 2018; Lu *et al.*, 2016). Thus, it has been hypothesized:

H₆. The impact of work engagement on turnover intention differs between supervisors and employees.

3. Methodology

Different researchers explain methodology as an overall approach to conducting a research study, starting from theoretical underpinning to data collection and analysis (Collis and Hussey, 2013). Further, the research design would first explain and then help to certify valid and reliable results that address the research aims and objectives (Wiersma & Jurs, 2005). In quantitative research, design is the most appropriate way of measuring the respondents' perception, which enables researchers to gather information from a large population. The current study selected a quantitative method for data collection between the study variables.

3.1 Research framework and sampling

Study hypotheses were examined via a questionnaire, using a quantitative method, among working employees of several five, four, and three-star hotels located in different Pakistan's metropolitan cities from January to April 2021. To avoid the issue of common method bias, the guidelines of Podsakoff *et al.* (2012) were followed. First, the questionnaires were distributed in an envelope by visiting the hotels and via email by ensuring that the study voluntarily participated and their responses would be confidential. Second, only willing employees were asked to fill out a survey. Third, the data were gathered in two waves with time lags of two months to mitigate the effect of common method variance. Finally, data were collected from two levels of hierarchy. In the first wave, the questionnaire distributed consists of the items about job resources. In the second wave, with an interval of two months, a questionnaire consisting of the items of work engagement and turnover intentions was distributed. In respect of organizational hierarchy, questionnaires were distributed to front-line employees and supervisors. The data collected from the respondents in two phases (Zia et al., 2021). The respondents were asked to write the name of their maternal grandparents to match the response.

Purposive sampling was used to collect data, and 600 questionnaires were distributed in 32 different branches of five, four, and three-star hotels, resulting in 480 responses returned in phase I. The 2nd survey was sent to the same respondents, and 420 surveys were returned. A total of 12 surveys were dropped due to incomplete information, and finally, a dataset of 408 respondents was used for further analysis. The demographic information is presented in Table 1.

Insert Table 1 here

3.2 Measurement

The study used established scales of each construct adapted from previously published empirical studies. The adapted questionnaire comprises two sections. The first section consists of demographics, and the second contains the items. Work engagement was measured with the 17 items scale of Schaufeli *et al.* (2002), which further consists of three sub-scales: vigor (6 items), absorption (6 items) and dedication (5 items). Job Autonomy and feedback were assessed using three items from Hackman and Oldham’s scale (1975). Social support was assessed through four supervisory support items and four co-worker support items taken from Frese (1999). The turnover intentions were measured through four items from the Experience and Evaluation of Labor (QEEL). The QEEL was previously applied by Maiuro (2015) to measure the turnover intention and was found reliable ($\alpha=0.78$). All items were measured on Five-point Likert response scales (1-5) from strongly disagree to agree strongly.

4. Results

Descriptive statistics and correlation were assessed using SPSS. The reliability and validity of the data were measured through confirmatory factor analysis (CFA). Additionally, structural equation modeling (SEM) analysis was applied to investigate the hypothesized relationship.

Bootstrapping was used for indirect effect, and it is recommended as a valid method for testing mediation effects. Lastly, invariance tests were used to check the difference between age, gender, and hierarchy between supervisors and front-line employees. The goodness of model fit was assessed by apply the following fit indices: Chi-square/df <3, CFI > .90, TLI> .95, NFI>0.90, SRMR <.08 and RMSEA < .08 (Hu and Bentler, 1999).

4.1 Descriptive statistics

Data normality is the first requirement to apply SEM, and it was assessed through Skewness and Kurtosis. Table 1 shows descriptive statistics, correlation, reliabilities, and validity of constructs and confirms that data has a normal tendency as skewness and kurtosis values are within the range of ± 3.5 (Park, 2015). Table 2 also further depicts correlations of all constructs within the range of 0.15 to 0.70.

Insert Table 2 here

4.2 Measurement Model

To confirm the reliability and validity of constructs, the study employed second-order confirmatory factor analysis (CFA). Factor loadings of all variables were above 0.60. Thus, all items were retained for the analysis. Table 1 shows the CR value ranges from 0.79 to 0.89 and α ranges from .79 to .92, which is above the threshold value of 0.70. Convergent validity is confirmed as Table 1 depicts that the AVE value ranges from 0.54 to 0.73, less than CR, and greater than 0.50 (Hair et al., 2010).

4.3 Structural Model

Fig 1 displays the path relationship among the variables, whereas Table 3 states the results of indirect effects. The summarized results show the fit indices of the structural model meet the

criteria described by Hu & Bentler (1999). The summarized results of path analysis are presented in Table 3.

Insert Table 3 here

Insert Figure 1 here

4.4 Regression Weights: (Group number 1 – Default model)

The Path estimates show that job autonomy had a positive and significant direct association with work engagement ($\beta=0.28$, $p < 0.001$), supporting H_{1a} . H_{1b} stated that feedback is positively related to work engagement. The path estimates confirmed a positive association between feedback and work engagement ($\beta=0.17$, $p < 0.001$), supporting this hypothesis. The results further proved that social support is also a strong predictor of work engagement ($\beta=0.38$, $p < 0.001$), supporting the H_{1c} . The statistical findings confirm the negative linkage between work engagement and turnover intentions ($\beta=-0.33$, $p < 0.001$), supporting the H_2 .

The bootstrap method with a 95% confidence level in AMOS 24.0 was applied to measure the indirect effects. The results in Table 3 display that there is a significant and negative indirect (full mediation) between autonomy and turnover intention ($\beta=-0.093$, $p < 0.05$; 95% CI [-.132, -.059]), feedback and turnover intentions ($\beta=-0.056$, $p < 0.05$; 95% CI [-.092, -.032]) and between social support and turnover intention ($\beta=-0.126$, $p < 0.05$; 95% CI [-.168, -.084]) through work engagement, supporting the H_{3a} , H_{3b} and H_{3c} .

Insert Table 4 here

4.5 The Invariance Test

The structural model was used to measure each hierarchical group's difference. The invariance test was conducted for age (younger and older employees), gender (male and female), and organizational hierarchy (front-line employees and supervisors). The model fit indices were checked for each group, and all four groups' models were absolute. Table 5 shows that each group's model is a good fit. However, the RMSEA value is less than .08.

Insert Table 5 here

The path between work engagement and turnover intention indicates a reasonable difference between older and younger employees (β Younger=0.282, β older=0.429, Absolute diff = 0.147). This indicates a large gap between the two groups and a stronger negative effect for older employees, supporting H_4 . Similarly, the regression results of difference for males and females were also different (β Male=-0.319, β Female=-0.215, Absolute diff = 0.105). The outcomes partially support H_5 as there is a large gap between males and females (Absolute diff = 0.105). However, the result for the female sample was non-significant. Finally, H_6 examines the difference between supervisors and employees regarding work engagement and turnover intentions between supervisors and employees. The path coefficient between work engagement and turnover intention indicates a reasonable distinction between front-line employees and supervisors (β Supervisors = -0.376, β Front-line = -0.314, Absolute diff = 0.062), supporting the H_6 .

Insert Table 6 here

5. Discussion

The results have shown a significant positive association between job resources (feedback, autonomy, social support) and work engagement. Presented findings are aligned with previous

studies and validate JD-R theory's assumptions that autonomy, feedback, and social support have a positive association with work engagement (Bakker & Demerouti, 2014). The findings display that autonomy and feedback significantly predicts work engagement, confirming previous studies (Schaufeli and Bakker, 2004). Furthermore, results disclosed that social support is also a significant predictor of work engagement, consistent with prior literature (Bakker et al., 2003).

The finding indicates that younger employees have more effect on turnover intentions and work engagement, and it was found that older employees have more negative turnover intentions. Moreover, this study highlighted a significant difference between age groups, in line with the existing studies (Kim & Kang, 2017).

Concerning gender differences, males have more turnover intentions than females. The literature also strongly supported the importance of organizational hierarchy in examining work engagement (Kang and Busser, 2018) and confirmed this study as a meaningful difference between job resources and work engagement.

5.1 Theoretical implication

Theoretically, the current study makes several contributions to the literature. First, the JD-R model provides a theoretical grounding for the conceptual model to recognize employee engagement. Current study further confirms the motivational process as proposed by the JD-R theory and display that certain job resources influence to create work engagement. Previously, empirical studies mainly focused on job resources associated with work engagement (Wingerden et al., 2016), especially in hospitality literature. At the same time, few studies have discussed the direct impact of job resources on work engagement and indirect relation to employee turnover intentions. Thus, the current research addresses this gap by adding to the hospitality literature by empirically examining the relationship between personal resources (autonomy, social support

and feedback) and work engagement. Such understanding of employees turnover intentions of hospitality sector employees is quite critical because the hospitality industry is an important and one of the significant contributors to the economy.

Second, services industries face a higher level of turnover among employees, and work engagement is a motivational aspect and a critical antecedent of workplace results (Karatepe and Olugbade, 2016). Employees with a higher level of engagement are less likely to quit the job (Ampofo, 2020). The study identified that work engagement, directly and indirectly, relates to turnover intention, which has scarcely been discussed in the literature (De Simone et al., 2018). Hence, the finding fills in the voids by confirming and extending previous attitudinal and behavioral knowledge by contributing to the hospitality literature by indicating work engagement as a mediating mechanism for reducing employee turnover by verifying the reciprocal connection between work engagement and turnover intention.

Third, there is a scarcity of available literature discussing the role of age, gender, and organizational hierarchy and specifically in the relationship between work engagement and turnover intentions. Therefore, the current study fills the gap by confirming a significant role of age, gender, and the organizational hierarchy on employees' work engagement and turnover intentions in the hospitality sector.

5.2 Practical implication

In addition to theoretical implications, this study has several practical implications. The findings suggest that hospitality organizations can benefit from employees' work engagement. This can be done by developing job resources, giving independence to the employees for task scheduling and completion, providing meaningful and timely information available in their environment, by providing social support to strengthen their feeling of self-importance. In the hospitality industry,

front-line employees and shift managers (supervisors) play a crucial role in the organization's success (Tang and Tsaur, 2016). Job resources could be improved by devising a mechanism to ensure employees' autonomy along with formal and informal feedback channels and reinforcing social support (Chen et al., 2009). Therefore, the management of hospitality organizations should focus on enhancing employees' engagement. As a result, they will benefit from high competitiveness in the business environment.

The study also identified that highly engaged employees have lower turnover intentions which may minimize the turnover problem of the organization. Thus, the management of hospitality organizations should develop an environment of engagement to reduce turnover intentions among employees. Organizations should apply different strategies (career growth, recognition, etc) to manage employees as engaged in the job. Career growth can be devised according to the length of service, whereas recognition can be accomplished through acknowledgment, bounces, and profit-sharing (Karatepe, 2013; Lu, L., Lu, Gursoy, & Neale, 2016).

The results recommend that the study tell us that by moderating the effect of gender, age, and organizational hierarchy, hospitality organizations should consider establishing the engagement of younger employees because there is a higher turnover trend found in the study results.

5.3 Conclusion

The present study unveiled job resources (autonomy, feedback, and social support) as predictors of work engagement and in relationship with turnover intention; it also identified the moderating influence of age (younger, older), gender (male, female), and organizational hierarchy (front-line employees, supervisors) among hotel employees in the hospitality industry in the context of Pakistan. The study's findings are helpful for the organization to control employee turnover by allocating job resources specifically concerning age, gender, and job hierarchy of the employees.

The study results can also help to understand the role of engaged employees in the reduction of employees' turnover. So that engaged employees feel satisfied and less feeling of turnover. It should also be emphasized that the organizations should not overlook the role of age, gender, and job hierarchy to manage accordingly. Therefore, it is expected that this study would help researchers who view this area of research as a salient and worthwhile pursuit.

5.4 Limitations and future directions

Even if the present study offers several theoretical and practical contributions, certain limitations need attention, and future studies could be derived by addressing them. The study sample was limited to only one specific service industry (hospitality), which can influence the generalizability of the results. Future studies should collect their data from varied service industry organizations with different cultural environments to enhance generalizability across sectors and cultures. Furthermore, only two levels (front-line employees and supervisors) of the organizational hierarchy were investigated. Future research should add the additional hierarchy levels and different age groups as a moderator. The current study used a cross-sectional method which prevents conclusions about causality. In addition, self-reported questionnaire-based measures were adopted, whereas future research should employ a mixed-method and a combination of data sources approach (direct and organizational records). Finally, this research has only addressed the impact of job resources. However, results may differ when examining job and personal resources simultaneously, so it is recommended to carry out further research and examine personal and job resources concurrently in relationship with work engagement. In this study, only younger and older age groups are used. Future research may examine multiple age groups and career stages to determine differences in job-related outcomes.

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Figures

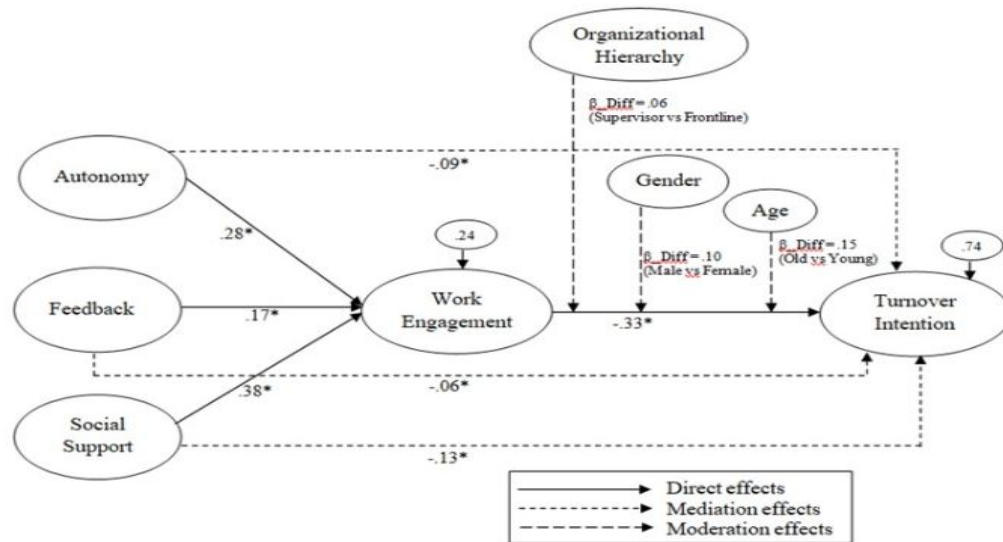


Fig.1. Modified structural equation model with regression path

Tables

Table 1

Demographic information		
Characteristics	Frequency	%
<i>Gender</i>		
Male	291	71
Female	117	29
<i>Age Group</i>		
Less than 40	252	62
Above 40	156	38
<i>Qualification</i>		
Intermediate	68	17
Bachelors	154	38
Masters	162	40
M.Phil.	24	5
<i>Hierarchy</i>		
Employees	259	64
Supervisors	149	36

Table 2

Descriptive statistics, correlations, Discriminant Validity and Convergent Validity

Construct	A	CR	AVE	MSV	1	2	3	4	5
1.JA	.86	0.86	0.67	0.42	.82				
2.FB	.79	0.79	0.56	0.38	.45**	.75			
3.SS	.90	0.90	0.54	0.49	.41**	.44**	.73		
4. WE	.92	0.89	0.73	0.49	.57**	.51**	.61**	.86	
5.ToI	.85	0.85	0.59	0.09	-.25**	-.24**	-.18**	-.27**	.77
Mean	-	-	-	-	3.42	3.38	3.41	3.18	2.57
SD	-	-	-	-	.82	.84	.74	.71	.89
Skewness	-	-	-	-	-.73	-.85	-.80	-.29	.41
Kurtosis	-	-	-	-	.27	.30	.48	-.16	-.46

Note: **p < 0.01; square root of average variance extracted (AVE) is bold; α = Cronbach alpha, CR=Composite Reliability, AVE= Average Variance Extracted, MSV= Maximum Shared Variance,

JA= Job Autonomy, FB=Feedback, SS=Social Support, WE=Work Engagement, Tol=Turnover Intentions.

Table 3

Path analysis of direct relationships

Relationship	Estimates.	SE	<i>C.R.</i>	Decision
Work Engage ← Autonomy	0.279**	0.035	8.074	Accepted
Work Engage ← Feedback	0.168**	0.035	4.824	Accepted
Work Engage ← Social Support	0.380**	0.038	9.947	Accepted
Turnover ← Work Engage	-0.332**	0.059	-3.587	Accepted

Note:- **p is less than 0.001

Table 4
Bootstrapping results for indirect effects

Mediation path	Estimates of Mediating effect	Std Error	P-value	Bias-corrected 95% CI	
				Lower limit	Upper limit
JA→WE→TI	-0.093	0.022	0.001	-0.132	-0.059
FB→WE→TI	-0.056	0.018	0.001	-0.092	-0.032
SS→WE→TI	-0.126	0.026	0.001	-0.168	-0.084

Notes: Confidence Interval (CI), Job Autonomy (JA), Work Engagement (WE), Turnover Intentions (TI), Feedback (FB), Social Support (SS).

Table 5
Model fit results of three groups

Model	Sample Size	CMIN/DF	TLI	CFI	NFI	SRMR	RMSEA
M _{Male}	291	1.75	.98	.99	.99	.02	.05
M _{Female}	117	1.59	.96	.99	.97	.04	.07
M _{Supervisors}	154	1.01	.99	.99	.99	.03	.01
M _{Frontline}	254	2.87	.997	.98	.97	.05	.08
M _{Younger}	252	2.46	.95	.98	.97	.04	.07
M _{Older}	156	1.68	.97	.99	.98	.03	.08
Criteria	-	<3 Good	>.95	>.95	>.95	<.08	<.08

Table 6**Invariance test results**

Groups	Work Engagement → Turnover Intention	Absolute Diff
$\beta_{_Male}$	-0.319*	0.104
$\beta_{_Female}$	-0.215 (ns)	
$\beta_{_Supervisors}$	-0.376*	0.062
$\beta_{_Frontline\ employees}$	-0.314*	
$\beta_{_Younger\ (<40Y)}$	-0.282*	0.147
$\beta_{_Older\ (40\ and\ above)}$	-0.429*	

Notes:* $p < 0.05$, ns=non-significant,

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Please prepare this report explaining how you have responded to each reviewer’s comments and suggestions specifically and indicating the relevant page/section.

Editor-in-Chief

Suggestions/comments/requests	Author/s’ Response
1. Please ensure the manuscript is around 6500 words inclusive of tables, figures, references	Thank you very much for your concern. Following your suggestion, we have done our best to reduce the length. Although it is still over the limit of the words. Perhaps the reason for the length of the manuscript is that we have provided a detailed literature review. We have removed some unnecessary information in the literature review section, which is now perhaps appropriate as it provides a clear orientation for this study. We hope you will agree with us to do so, thank you
2. Please check the references and ensure the reference list follows the journal’s style	Thank you for attention towards references, the references has been rechecked and fixed as per journal’s style.
3. Please check your structured abstract and make sure that it includes all the requires subsections. Make sure you use the right keywords so your paper can be discovered.	Structured abstract has been rechecked and it includes all the require subsections. Further, right key words have been used according to the topic of the study.
4.Please use the tables below to explain how you have responded to the requests of the reviewers	Table has been prepared which contains the response of each observation of the reviewers.
5. Please show/highlight all the changes made in the paper in yellow or use track change	All the changes have been highlighted with yellow
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7. Read the comments of reviewer 1	Efforts has been made to respond the comments of reviewer 1
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9. Have a native proofread the manuscript or use a professional proofreading service.	Maximum efforts have been made to proofread the manuscript
10. follow the instructions below	All of the mentioned instructions have been followed

REVIEWER 1

Suggestions/comments from the Reviewer	Author/s’ Response and page/section of the change
1. Pay good attention to the language, use of terminologies and coherence for presenting a clear message. One critical review preferably by a native speaker should be done before it is submitted for	Thank you very much for your concerning about readability. We did fall short in terms of readability, mainly because we are not native speakers. In this revision, we have paid serious

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publication.	attention to this matter. Specifically, the manuscript was proofread by a senior researcher of developed country (USA)
2. Originality: Yes, as highlighted during the first review.	Thanks for acknowledgment.
3. Relationship to Literature: The author(s) have addressed most of the points effectively in response to my feedback also from the other reviewer.	Thanks for acknowledgment.
4. Methodology: The author(s) have addressed most of the points effectively in response to my feedback also from the other reviewer.	Thanks for acknowledgment.
5. Results: The author(s) have addressed most of the points effectively in response to my feedback also from the other reviewer.	Thanks for acknowledgment.
6. Implications for research, practice and/or society: The author(s) have addressed most of the points effectively in response to my feedback also from the other reviewer.	Thanks for acknowledgment.
7. Quality of Communication: There is still a need to fine tune the overall comprehension of some of arguments, use of terminologies and/or grammar. It is recommend to have a native proofread the manuscript.	Once again efforts have been made to proofread the manuscript and the manuscript was also proofread by a senior researcher of a developed country (USA). All anomalies and errors were fixed.

REVIEWER 2

Suggestions/comments from the Reviewer	Author/s' Response and page/section of the change
1. Dear authors, thank you for the sound revision and for improving the manuscript. After a last look at the discussion and theoretical implications section (please add a sentence focusing on the contribution to JD-R theory) in detail I recommend publishing the paper. Thank you for your contribution.	Thanks for acknowledgment and a sentence has been added by focusing on the contribution to JD-R theory.
2. Originality: The paper does contain new information and is a fine contribution for CBTH. I recommend publication as the authors addressed the major concerns with their detailed revision.	Thanks for acknowledgment.
3. Relationship to Literature: The literature review did not change, but the framing has improved.	Thank you for highlighting the issue and efforts have been made to improve the literature
4. Methodology: This section needed further improvement. The author do better explain details of the research design (timing, distribution of questionnaires etc.). Sample description is presented in table 1.	Thank you for observation, and methodology section has been improved.
5. Results: Results are well-presented. The discussion section still needs a last revision: the	Thanks for valuable comments and efforts have been made to address the highlighted points. The

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authors mention that there is a scarcity of available literature discussing the role of age.... However, I think it is the role of this section to refer to this literature and to discuss/interpret how the results of this study contribute knowledge to former studies. I am not sure whether certain paragraphs (e.g. Previously, empirical studies...) fall into the section discussion or theoretical implications- I think that 4 is more or less the extended discussion of the findings. So what is the "theoretical implication?" Maybe the authors can better distinguish these two sections.	discussion section has been revised improved. As concern for use of certain paragraphs (e.g. Previously, empirical studies...) in theoretical implication. The theoretical implications were in response of identified gaps and we tried to answer these voids and relevant discussion has been added in theoretical implications. The recent studies of good journals also adopted the similar strategy while writing discussion and implications of the research.
6. Implications for research, practice and/or society: Well-written and improved!	Thanks for acknowledgment.
7. Quality of Communication: From my point of view the communication is very good. I did not find typos in this revised version.	Thanks for acknowledgment.