

The impact of Organizational Virtuosity on Job Burnout and Work Engagement in the Tourism and Hospitality Industry: The Moderating role of Organizational Support

Mamdouh Hassan Younes¹ Haitham Elsawalhy² Yehia Elzek¹ Mohamed Al-Saied³

¹ Tourism Studies Department, Faculty of Tourism and Hotels, University of Sadat City

² Hotel Management Department, Faculty of Tourism and Hotels, University of Sadat City

³ Hotel Studies Department, Faculty of Tourism and Hotels, Mansoura University

Abstract

This research investigates the impact of organizational virtuosity (OV) on job burnout and work engagement, concentrating on the organisational support's moderating effect. The research also delves into the influence of job burnout on Work Engagement. Data was gathered from workers of 5-star hotels and travel agencies category (A) in Egypt, resulting in 334 valid responses that were assessed by PLS-SEM. The results showed that OV and job exhaustion were negatively correlated, additionally a positive correlation between work engagement and organizational virtuosity. Furthermore, the findings confirmed that work engagement and job burnout are negatively correlated. It was also revealed that organizational support does not moderate the relationship between variables in the research model. These outcomes offer practical implications to hotels and travel agencies for supporting their human resources in the work environment.

Keywords: Organizational virtuosity, job burnout, work engagement, organizational support, tourism, hospitality.

1. Introduction

Front-line workers in the tourism and hospitality industry are widely acknowledged to have a crucial impact on quality of services, efficient restoration of services, and the retention of satisfied and devoted clients. As a result, the retention of high-performing frontline employees is just as vital for business success as customer loyalty and profitability (Karatepe, 2013). Hence, tourism businesses to survive need to constantly innovate and evolve, but the process of change is demanding and necessitates that employees have the mental resilience and opportunity to develop and adjust. In order to succeed in this uncertain climate, tourism organizations need to be concerned about their own virtues and values and the welfare of their employees, as these factors impact individual job performance and ultimately affect overall corporate performance (Magnier-Watanabe *et al.*, 2020). The concepts of virtue and virtuosity are different because virtue is regarded as a quality inherent in each individual human character, whereas "virtuosity" is a construct linked to a collection of qualities taken as a whole. Therefore, virtue relates to expressions made by groups of people (Constantinescu and Kaptein, 2021).

The term "virtuousness enabled by organizations" describes characteristics of The Corporation that supports virtue in its members. Consequently, behaviors by people, group endeavors, cultural characteristics, or procedures that enable the spread and maintenance of virtue within a company are all included in a broad definition of (OV) (Cameron *et al.*, 2004). Within an establishment, virtue denotes intrinsic greatness (Meyer, 2018). It supports an organization's moral objectives rather than just its financial objectives, such as power, profit, and perseverance (Magnier-Watanabe *et al.*, 2020). Furthermore, burnout is the result of remaining in stressful events and surroundings for long durations of time. Both of them and the organization suffer from burnout. Considering that bad behaviors toward professional obligations, disinterest, decreased performances, quitting the organizations, etc., are some of the organizational repercussions of burnout (Irfan *et al.*, 2023). The type of employment and the setting in which one works are major factors in the prevalence of job burnout. (Tang *et al.*, 2023).

Work engagement has become a key focus in many institutions today (Halbesleben *et al.*, 2009; Christian *et al.*, 2011), as companies increasingly recognize its importance. As a result, organizations are prioritizing the evaluation, improvement, and maintenance of employee engagement. Numerous studies have explored the elements that drive engagement and the possible consequences (Rich *et al.*, 2010; Halbesleben *et al.*, 2009). This body of research studies has progressed to the point where experts believe it is now possible to develop and test interventions aimed at enhancing work engagement (Leiter and Maslach, 2010; Knight *et al.*, 2017). One key concept linked to work engagement is organizational support (OS), is based on the theory of organisational support. This theory describes the degree to which employees believe their employer respects their contributions and is concerned about their welfare (Kurtessis *et al.*, 2017). Organisational support has a positive impact on job performance, as empirical research has consistently shown. (Manyasi *et al.*, 2011; Baran *et al.*, 2012), highlighting its critical role in fostering a productive and engaged workforce.

In the tourism and hospitality context, there are a few studies on organizational virtuousness (e.g., Sun & Yoon, 2022; Youn & Kim, 2022), so there is still a lack of knowledge on this subject. However, there is a study that addressed organizational virtuousness in the Egyptian hospitality industry as a mediating variable between ethical leadership and internal whistleblowing intention (Mkheimer *et al.* 2023). Therefore, this study is the first to the researchers' knowledge that compiles organizational virtuousness in a model with job burnout, work engagement, and organisational support in Egypt's framework of hospitality and tourism.

Thus, the main objective of this research is to create a thorough framework that investigates the role that OS plays in the relations in the Egyptian tourism sector between OV and JB as well as between OV and WE. The primary objectives of the study can be further cleared as the following: (1) examining the impact of OV on JB and WE; (2) evaluating the influence of JB on WE; (3) examining the moderating effect of OS in The

relation between OV and JB; and (4) exploring the moderating role of OS in the relationship between OV and WE.

2. Review of the literature

2.1 The Dimension of Organizational Virtuosity

Since virtues rarely occur in isolation, organizations often exhibit many virtues (Cameron and Winn, 2012). Therefore, a mix of virtues defines organizational virtuosity. Cameron et al.'s study in (2004) was among the first to develop the concept of organizational virtuosity. This study found that optimism, forgiveness, trust, compassion, and integrity are the qualities that best represent the idea of virtuosity in corporate contexts (Cameron *et al.*, 2004). Cameron and Winn (2012) reported that virtues are associated with the analysis's organisational level and are therefore exhibited as routines and behaviors that are supported by organizational policies, practices, and procedures. Organizational virtuosity involves individuals' actions, corporate initiatives, characteristics of culture, or processes that improve the distribution and perpetuation of virtuosity in an organization. When we talk about virtuosity in organizations, we're talking about surpassing, improving the conduct of the organization's members (Magnier-Watanabe *et al.*, 2020).

In addition, Bright *et al.*, (2006) explained that the virtue of organizations is separated within two categories: Organisational virtue and virtue via organizations. The previous refers to "the behavior of individuals in organizational settings that helps people flourish as human beings," while the latter refers to "the enablers in organizations that foster and perpetuate virtuosity." Since virtue is characterized by three things—moral goodness, human effect, and social betterment—it is also important for organizations (Searle and Barbuto, 2011). For the organization, organizational virtuosity can be a source of durability and long-term success. Since "the context is more like a conductor of virtue, might motivate others to act and maybe even become virtuous as well," it has been acknowledged as a situation that feeds on itself (Meyer, 2018, p. 261). More broadly, the goal of workplace virtue is to foster an atmosphere that upholds human dignity, fosters growth, and promotes wellbeing (Cameron and Winn, 2012).

From the view of Cameron and Winn (2012), virtuosity is of intrinsic worth and is not dependent on the pursuit of financial gain. It can, however, intensify the favorable effects and mitigate the unfavorable ones (Smith, 2013). According to Zamahani *et al.*, (2012), organizational virtuosity can foster prosocial conduct, generate happy feelings, and increase social capital. Since organizations, like people, exhibit multiple virtues, organizational virtuosity is defined as an aggregate constellation of virtues. From the perspective of employees, the virtues of optimism, forgiveness, compassion, trust, and integrity have been determined to be those whose combination can best encapsulate the idea of organizational virtuosity (Cameron *et al.*, 2004; Nikandrou and Tsachouridi, 2015). From another view, Bright *et al.*, (2006) reported that virtuosity is the ideal condition of human or organizational character, while Bolino *et al.*, (2002) and Ugwu

(2012) confirmed that it not only helps firms steer clear of misbehavior but also instills confidence in their workforce, increasing the possibility that they will strive for greater personal and social benefits.

2.2 The Dimension of Job Burnout

The term “job burnout” was first proposed by Freudenberge (Wu *et al.*, 2018). Overwork stress can lead to a range of physical and psychological symptoms known as job burnout. Which includes depersonalization, emotional weariness, and a decline in individual achievement (Zeng *et al.*, 2020). The psychological state that results from employees feeling job burnout at work and being unable to accomplish their objectives is known as job burnout. It drains one's mental and physical resources, which results in fatigue (Tang *et al.*, 2023). A study by Tununu and Martin (2020) found that inadequate coping mechanisms and ongoing, unresolved work-related stress are key factors that lead to job burnout.

Job burnout is defined as stress at work that causes a person to become physically or emotionally exhausted. This can lead to a profound depression, decreased productivity, increased susceptibility to major illnesses, etc. Stress at work causes a person to become jaded, agitated, and brief with customers, customers, and coworkers. Based on studies, these particular circumstances may foster an unpleasant experience that might result in burnout (Pinto *et al.*, 2014; Bianchi and Brisson, 2017; Irfan *et al.*, 2021).

Workers that suffer from burnout at work may experience psychological problems as a result of stressful or difficult work environments (Salvagioni, *et al.*, 2017; Leiter and Maslach, 2018; Altamimi *et al.*, 2021). Moreover, job burnout is more of an organizational issue than an individual one, so when workers aren't producing as much as they should, typically, the employer is at fault rather than the employees. Based on previous research, companies with high rates of employee burnout typically have three main causes: an excessive workload, ineffective time management, and overworking even the most qualified staff members (Irfan *et al.*, 2021).

2.3 The Dimension of Work engagement

The concept of worker involvement was first introduced by Kahn (1990), who argued that motivated workers encounter three core psychological conditions: meaning, psychological safety, and availability. Meaning refers to the personal reward employees feel when they invest time and energy into their work. Psychological safety is the sense of trust and security they feel within the workplace, while availability speaks of possessing the necessary physical and mental capacity to execute their job effectively (Singh and James, 2016). Expanding upon Kahn's work, Knight et al. (2017) expanded the concept by distinguishing between organizational engagement and work engagement, recognizing the multiple roles employees fulfill. The Utrecht Work Engagement Scale (UWES), which was created in 2002 by Schaufeli et al., measures work engagement. It is defined as a positive psychological state that is characterised by vigour, devotion, and absorption (Knight et al., 2017). Bakker and Leiter (2010), along with Bakker et al.

(2011), have provided several explanations of engagement. However, the most widely accepted definition is likely that of Kim et al. (2012), who described participation as an active, positive work-related state marked by vigor, dedication, and absorption. High levels of vigour are defined as resilience and energy during work. Dedication is the sense of being fully committed to one's work, feeling challenged, and finding it meaningful and exciting. Absorption is when an employee becomes so engrossed in their work that time seems to fly by, creating a sense of joyful immersion (Bakker & Demerouti, 2017).

A pleasant, rewarding state of mind relating to one's work that encompasses ideas like vigour, dedication, and immersion is called work engagement (Christian *et al.*, 2011). Vigorous people have high levels of energy and mental toughness when working, are eager to put effort into their work, and persevere in the face of difficulties. A feeling of significance, zeal, drives, excitement, and difficulty are characteristics of commitment. When someone is completely focused and absorbed in what they are doing, time seems to fly past. It is noteworthy that, according to Bakker *et al.*, (2008), "engagement refers to a more persistent affective-motivational state that is not focused on any particular object, event, or behavior, rather than a momentary and specific state, such as an emotion." The definition of Job engagement is a "positive, fulfilling work-related state of mind" (Schaufeli, 2012) and well-being at work that exhibits vigour, commitment, and absorption, where the emphasis is on the individual's experience (Barnes and Collier, 2013).

Work involvement is a complex idea that involves the employee's relationship with their job, organization, and overall professional role. It differs from the narrower concept of work engagement, which focuses solely on the employee's connection with their specific tasks and work (Schaufeli and Salanova, 2011; Schaufeli and Bakker, 2011). This differentiation is crucial for practical applications and for differentiating involvement at work from similar ideas (Schaufeli and Bakker, 2010). The construct of work engagement has three essential aspects that must be understood. First, as noted by Bakker and Leiter (2010), work engagement is a clearly defined psychological state that can be empirically researched and applied in practical contexts, based on the conceptualization by Schaufeli and colleagues. Second, Sweetman and Luthans (2010) emphasized that work engagement is not a fleeting or unchangeable state; rather, it is adaptable. Lastly, it's critical to remember that Workplace engagement and employee engagement are distinct concepts (Schaufeli and Bakker, 2010), underscoring the broader nature of employee engagement, which includes relationships beyond just the tasks at hand.

A variety of tools are available to gauge employee engagement at work. Items for measuring the three engagement aspects listed in Schaufeli *et al.*, (2002)'s formulation are included in the Utrecht Work Engagement Scale (UWES) (Schaufeli *et al.*, 2002; Schaufeli and Bakker, 2004). The Oldenburg Burnout Inventory (OLBI) is an alternative tool for measuring employee engagement at work (Demerouti and Bakker, 2014). Although this instrument was initially designed to measure burnout, it can also be used to

measure work engagement because it contains both favorably and negatively framed items (Schaufeli and Bakker, 2010).

Lastly, a three-dimensional definition of engagement that bears a strong resemblance to Schaufeli et al. (2002) was introduced by May et al. (2004). More accurately, May et al. differentiate between three types of absorption— energy, commitment, and engagement as determined by the UWES —that are related to performing one's job: physical (e.g., “I exert a lot of energy performing my job”), passionate (e.g., “I really put my heart into my job”), and cognitive (e.g., “Performing my job is so absorbing that I forget about everything else”) (Bakker and Demerouti, 2008). The three subscale scores in the May *et al.* (2004) study are combined to produce a single, trustworthy overall rating.

2.4 Organizational support

The term "organisational support" describes how much workers feel their employer appreciates their contributions and is concerned about their welfare (Suifan et al., 2018; Irfan et al., 2021). It is indispensable to shaping workplace perceptions and behaviors, particularly in environments with a family-friendly culture. This creates a more cohesive workplace, positively influencing the growth and overall operations of the organization (Hung & Chen, 2020). Research has consistently demonstrated that workers who believe strong support from their employers are more likely to display positive outcomes such as better attendance (Carmeli et al., 2017), higher levels of citizenship activities (Purwanto et al., 2021), improved work output (Loan, 2020), and stronger affective commitment to the organization. These positive perceptions of support encourage employees to align their efforts with organizational goals.

Tang et al. (2023) discovered that higher organisational support levels are connected to lower instances of role conflict and ambiguity. Similarly, Wu et al. (2018) highlighted the negative connection between organizational support and workplace stress. Employees who work in organizations with strong work-life harmony cultures typically exhibit greater motivated to apply their skills and knowledge effectively, creating harmony in their behaviors (Irfan et al., 2021). Additionally, studies confirm that organizational support is an effective tool for reducing job stress and burnout (Wu et al., 2020).

3. Development of Conceptual Models and Hypotheses

3.1 Organizational Virtuousness and Job Burnout

There have been a lot of empirical investigations carried out in an attempt to demonstrate the connection among organizational virtuousness and job burnout through both direct and indirect means (Mujeeb *et al.*, 2022). Additionally, Shepherd *et al.* (2011) Poor supervisory support is one of the key factors that has been suggested to cause workplace burnout, lack of human considerations by the managers, and absence of objectivity in decisions. The study by Huhtala et al. (2015) this involved 245 work units in a public sector organization and was carried out confirmed that higher perceptions of ethical virtues culture lead to lower job burnout. From the viewpoint of the call centre staff,

Mujeeb et al. (2022) found that organizational virtuousness negatively influences burnout. Hence, H1 was proposed:

H1: OV negatively relates JB.

3.2 Organizational virtuousness and work engagement

Surprisingly, there is a limited effort to look into the connection among work engagement and perceptions of virtuousness in businesses (Singh et al., 2017). Sun and Yoon (2022) proposed that Workers are increasingly expecting their organizations to actively support their well-being through the cultivation of organisational virtue, which in turn leads to enhanced views of work engagement and organisational citizenship behaviour.

Ugwu (2012) pointed out that while virtuousness is comparatively rarely studied, certain positive psychology notions like engagement, hope and happiness are receiving extensive academic attention. Several researchers responded to the paucity of studies on organizational virtue (e.g., Lilius *et al.*, 2008). Huhtala et al. (2015) verified the fact that higher perceptions of ethical virtues culture lead to higher work engagement. Singh et al. (2017) discovered that organizational virtuousness highly correlates with work engagement. Liang & Wong (2023) also showed that organizational virtuousness influences work engagement both directly and indirectly by way of well-being. It is therefore hypothesized that:

H2: OV positively relates to WE.

3.3 Job Burnout and Work Engagement

Work engagement exposes the advantageous feature of employee health, whereas job burnout reflects the unfavorable element, based on the resources and demands of the work theory (Bakker and Demerouti, 2014, 2017). Job burnout is a severe and undesirable consequence of working in an environment that is both continuously demanding and dangerous. According to Schaufeli *et al.*, (2009), employees who experience persistent and specific occupational stress are at risk of developing job burnout. Job burnout is additionally described as a feeling of diminished energy at work (emotional, cognitive, and physical) as a result of prolonged exposure to demanding working conditions. Studies have demonstrated a favorable correlation between burnout and low arousal feelings and depression (Bakker and Oerlemans, 2012; Hung Kee *et al.*, 2019). The study of Bakker and Oerlemans (2012) reported that one of the key factors influencing employee well-being and workplace satisfaction is work engagement. Dahiya and Raghuvanshi (2021) studied two aspects of worker well-being: job burnout, which is a bad element of worker well-being, and work engagement, which is advantageous component of welfare. Therefore, the following hypothesis was suggested:

H3: JB negatively relates to WE.

3.4 The moderating role of OS

Organizational virtuousness fosters positive spiritual feelings in employees and changes and enhances the employment relationship connection and the ensuing responses from the workforce (Tsachouridi and Nikandrou, 2016). Hence, favourable organizational

virtuousness causes workers to feel acutely supported by the organization (Rego *et al.*, 2011; Ruiz-Palomino and Martinez-Canas, 2014) and to show appreciation for working in a virtuous organization (Batistic, 2018). Tsachouridis and Nikandrou (2016) further suggest that workers who exhibit organizational virtuousness view their company as helpful. According to Ogungbamila *et al.*, (2014), job burnout causes a negative attitude toward organizations and employment as well as higher absenteeism a sense of anxiety, and low self-esteem. Employees will respond by acting in a deviant manner in an attempt to protect personal resources, as these bad sensations will exhaust them. The plan to depart from the job is the most detrimental impact of such bad feelings resulting from job burnout (Marchand and Vandenberghe, 2016; Ogungbamila *et al.*, 2014).

Organizational support enhances employees' work engagement by providing them with a sense of pride and emotional reinforcement (Lee & Peccei, 2007; Zacher & Winter, 2011). Considering the principle of mutual exchange, workers who perceive organizational support often sense a responsibility to return the favour through positive attitudes and behaviors that benefit the organization (Murthy, 2017). This support often leads to higher job engagement, as workers respond by becoming more committed and invested in their roles (Saks, 2006). Nusantria (2012) found that work engagement and organisational support were positively correlated. However, these findings contrast with research from Karatepe and Mehmet (2016), Eisenberger and Stinglhamber (2011), and Kurtessis *et al.* (2015), which provide empirical data that explicitly connects organisational support to higher levels of work engagement. Karatepe and Mehmet (2016) argue that employees who feel supported by their organizations exhibit higher levels of commitment and engagement with their work. Despite this, only a limited number of research has empirically explored the relationship among organizational support and work engagement within the hospitality and tourism industries (Karatepe & Mehmet, 2016). Based on this, it makes sense to anticipate that work engagement will rise in response to perceived organizational support. Consequently, H4 was formulated as the following:

H4: OS moderates the relationship between OV and JB.

H5: OS moderates the relationship between OV and WE.

Based on the above, the research model is depicted in Figure 1.

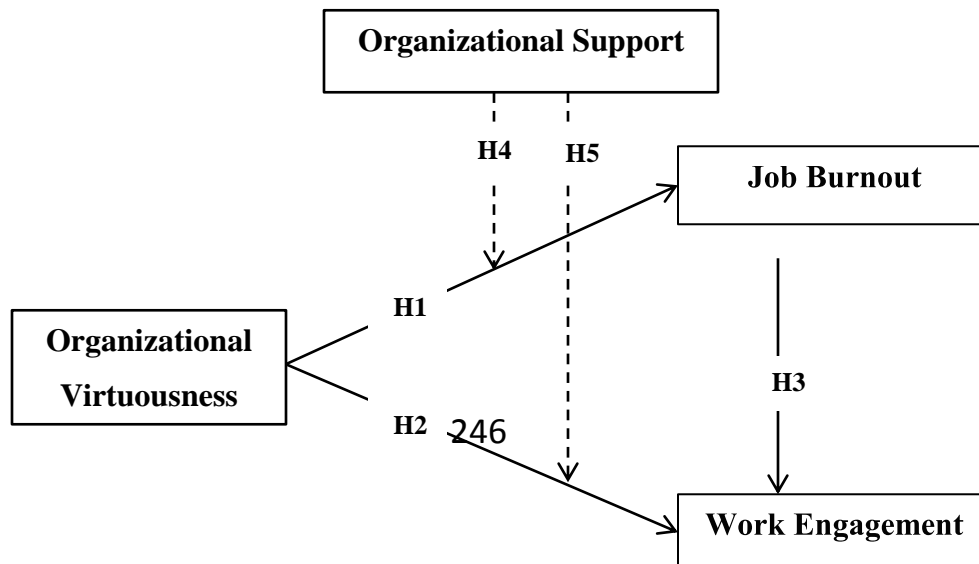


Figure 1. The research model

3. Methodology

The suggested study framework was examined through using an assessment form as a quantitative tool. To get the data, an electronic questionnaire was employed. The study's scales were developed from earlier research to be able to guarantee the accuracy and consistency of the measurements. Fifteen items from Rego et al. (2011) and Magnier-Watanabe et al. (2020) were used to assess organisational virtuousness. Job burnout was measured using a 9-items based on Salama et al. (2022) scale. Work engagement was examined utilising a 9 items from the study of Karatepe (2013). Lastly, organisational support was evaluated using six items that were taken from Alrawadieh & Alrawadieh (2022). The survey was developed electronically, and distributed via LinkedIn using a convenience sample to staff members of Greater Cairo's five-star hotels and tourist agencies (categories - A) during June and July 2024. 334 responses in total were suitable for statistical analysis.

4. Analysis and results

An assessment was made on the structural model, and the hypotheses were tested using WarpPLS 7.0, employing the PLS-SEM technique (Kock, 2022). Recent studies continue to highlight PLS-SEM as a robust analytical method widely used across various fields, including tourism, particularly for assessing complex structural models with multiple variables and both direct and indirect relationships (Hair et al., 2022; Sarstedt et al., 2023).

4.1 Sample characteristics

The sample characteristics, as shown in Table 1 below, show a predominance of male participants, accounting for 71.86% of the total 334 respondents, while females constitute 28.14%. The majority of respondents are under 35 years old, representing 74.55% of the sample, with 21.56% aged between 35 and 55 years, and only 3.89% aged over 55 years. Educational attainment among participants is predominantly at the bachelor's level (60.78%), followed by high school graduates at 29.94%. Those with a master's degree make up 7.78%, and only 1.50% hold a Ph.D. In terms of workplace distribution, a significant portion of the sample (71.86%) is employed in hotels, while the remaining 28.14% work in travel agencies. This distribution highlights the demographic and professional profiles within the sample, providing a foundation for understanding the context of the study.

Table 1. Characteristics of sample

Item		Frequency	Percent (%)
Gender	Male	240	71.86
	Female	94	28.14
Age	less than 35 years	249	74.55
	35-55 years	72	21.56
	More than 55 years	13	3.89
Education	High school	100	29.94
	Bachelor	203	60.78
	Master	26	7.78
	Ph.D.	5	1.50
Workplace	Travel agency	94	28.14
	Hotel	240	71.86

4.2 The measurement model

The model of measurement in Table 2 shows strong psychometric properties for four constructs: (OV), (JB), (WE), and (OS). All item loadings are significant, with values exceeding 0.872, indicating strong item-construct relationships (Kim and Garrison, 2009; Benitez et al., 2020). The Cronbach's alpha (α) values fall between 0.975 and 0.990, suggesting high internal consistency (Becker et al., 2022), while the Composite Values for reliability (CR), everything above 0.978, and confirm the reliability of the constructs (Manley et al., 2021). The values of the Average Variance Extracted (AVE), between 0.835 and 0.927, indicate that each construct explains a substantial amount of variance from its indicators, supporting the model's validity (Henseler et al., 2022).

Table 2. The model of measurement

Variable	Item	Loading	α	CR	AVE
Organizational virtuousness (OV)	OV-1	0.903	0.990	0.991	0.874
	OV-2	0.896			
	OV-3	0.925			
	OV-4	0.933			
	OV-5	0.949			
	OV-6	0.941			
	OV-7	0.942			
	OV-8	0.941			
	OV-9	0.954			
	OV-10	0.954			
	OV-11	0.948			
	OV-12	0.950			
	OV-13	0.947			
	OV-14	0.904			
	OV-15	0.937			
Job burnout (JB)	JB-1	0.928	0.975	0.978	0.835

	JB-2	0.933			
	JB-3	0.872			
	JB-4	0.904			
	JB-5	0.919			
	JB-6	0.918			
	JB-7	0.924			
	JB-8	0.892			
	JB-9	0.932			
	WE-1	0.886	0.977	0.980	0.842
	WE-2	0.931			
	WE-3	0.873			
	WE-4	0.937			
Work engagement (WE)	WE-5	0.936			
	WE-6	0.914			
	WE-7	0.941			
	WE-8	0.916			
	WE-9	0.925			
	OS-1	0.950	0.984	0.987	0.927
	OS-2	0.963			
	OS-3	0.973			
Organizational support (OS)	OS-4	0.968			
	OS-5	0.962			
	OS-6	0.962			

4.3 Discriminant validity

The table assesses the discriminant validity of four variables (OV, JB, WE, OS) by contrasting each variable's square root of the Average Variance Extracted (AVE) (displayed on the diagonal) with the correlations between the variables (off-diagonal). Discriminant validity is confirmed as the square root of the AVE for each variable is greater than its corresponding correlation coefficients with other variables, indicating that each variable measures a distinct concept. This complies with the given requirements by Fornell and Larcker (1981), supporting the notion the fact that the constructs are unique despite some inter-variable correlations (Fornell & Larcker, 1981).

Table 3. Evaluation of discriminant validity

Variable	1	2	3	4
1. OV	(0.935)			
2. JB	-0.865	(0.914)		
3. WE	0.884	-0.886	(0.918)	
4. OS	0.936	-0.860	0.910	(0.963)

4.4 The structural model for research

Path coefficient analysis was used to assess the structural model, R-square and P-values. The results from the hypothesis tests (Fig. 2) indicate that (OV) negatively influences

(JB) ($P < 0.01$, $\beta = -0.79$, confirming H1. Conversely, OV positively influences (WE) ($\beta = 0.44$, $P < 0.10$), which results in the adoption of H2. Additionally, the findings show that JB negatively impacts WE ($\beta = -0.46$, $P < 0.01$), confirming H3. Regarding the moderating role of (OS), H4 and H5 are rejected since the analysis showed that OS did not alter the link between OV and JB ($\beta = 0.09$, $P = 0.18$) or between OV and WE ($\beta = 0.14$, $P = 0.07$). The R^2 values for JB and WE indicate the percentage of variation in these endogenous variables explained by the model. An R^2 of 0.78 for JB means that 78% of the variation in JB can be accounted for by the model, while an R^2 of 0.75 for WE suggests that 75% of the variation in WE is clarified by the model. The model appears to be a reasonable fit for the data based on these comparatively high R^2 values.

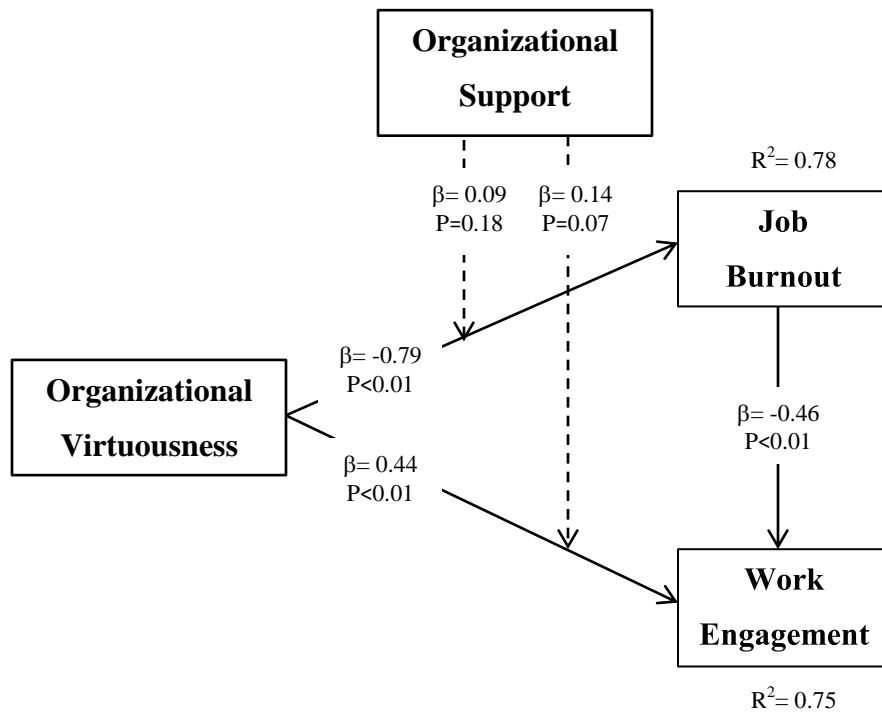


Figure 2. The research structural model.

5. Discussion

The aim of this study was to investigate how organisational virtue affects work engagement and job burnout, concentrating on the moderating effect of organisational support, particularly in category A travel agencies and five-star hotels in Egypt. The study hypothesized that organizational virtuousness affects both job burnout and work engagement directly and indirectly through organizational support, proposing a negative relationship between organizational virtuousness and job burnout, and a positive relationship with work engagement. It also suggested that organizational support moderates these relationships.

The results confirmed that OV significantly reduces JB, aligning with earlier studies (Huhtala et al., 2015; Mujeeb et al., 2022) which emphasized the role of ethical virtues in

lowering burnout. Similarly, the study discovered a favourable correlation between OV and WE, in agreement with previous findings (Huhtala et al., 2015; Singh et al., 2017; Liang & Wong, 2023) showing that virtues within organizations boost engagement levels. Surprisingly, the investigation showed that job burnout positively influenced work engagement, which contradicted common assumptions. However, this result was consistent with prior studies (Bakker & Oerlemans, 2012; Hung Kee et al., 2019) that noted how burnout could lead to heightened engagement in certain contexts, possibly as a result of the growth of internal resources like optimism and self-efficacy (Bakker et al., 2008). Additionally, motivated workers are more likely to display proactive job behaviors (Ortiz-Gomez et al., 2020; Zhu, 2013).

Regarding organisational support's moderating role, the study found no evidence that organizational support moderated the relationship among organizational virtuousness and job burnout or work engagement. This contradicts prior studies (Tsachouridi & Nikandrou, 2016; Nusantria, 2012) which suggested that organizational support could enhance these relationships, while others (Karatepe & Mehmet, 2016; Eisenberger & Stinglhamber, 2011; Kurtessis et al., 2015) highlighted its importance in fostering work engagement.

6. Theoretical and practical implications

This research has important theoretical consequences, particularly for researchers in hospitality and tourism. It makes a substantial contribution to the broader academic literature on OV, JB, WE, and OS, with a specific focus on five-star hotels and category A travel agencies. Research in these areas within hospitality and tourism has been limited, and this study addresses that gap by introducing a new theoretical framework. This framework examines the interrelationship between organizational virtuousness, job burnout, and work engagement, while also examining how organisational support functions as a moderator in these relationships. The proposed model deepens our understanding of how organizational virtuousness influences employees' attitudes and behaviors toward their organizations, particularly concerning job burnout and work engagement.

Practically, the study holds critical implications for the hospitality and tourism sectors. Consistent with previous research, it confirms that organizational virtuousness significantly impacts job burnout and work engagement. Therefore, it is crucial for hotels and travel agencies to develop policies and practices that enhance the positive effects of organizational virtue on both job burnout and work engagement, especially through organisational support's moderating role. To reduce job burnout and increase organizational virtuousness and work engagement, it is vital to create a better work environment. Previous studies, such as Nusantria (2012), discovered a favourable but minor relationship between organizational support and work engagement. However, this contrasts with findings from Karatepe and Mehmet (2016), Eisenberger and Stinglhamber (2011), and Kurtessis et al. (2015), which show a strong empirical relationship between work engagement and organisational support.

In light of these findings, creating a positive work environment in hotels and travel agencies is not merely an option for management but a key element in fostering balance and work engagement. Additionally, sufficient organizational virtue from managers and supervisors is essential. Understanding and addressing the challenges that employees face related to job burnout can help manage work demands, improve mental well-being, and boost work engagement. Lastly, hotel and travel agency managers must prioritize the promotion of organizational virtuousness, as doing so can significantly reduce job burnout and enhance employee engagement. Establishing a friendly and supportive workplace climate can lead to more engaged employees and a healthier organizational culture.

7. Limitations and further research

This research faces several limitations, including the industry-specific focus (Hotels and travel agencies), reliance on cross-sectional data, and addressing a specific region (Egypt). These limitations suggest that results might not be easily applicable to several sectors or cultures. Future studies ought to explore additional moderators, such as leadership styles and personal traits, and consider how external factors and remote work environments affect these dynamics. Longitudinal studies, cross-cultural (e.g. Arab and African countries), and multi-industry investigations (e.g., restaurants, airlines) are needed to shed light on the ways in which organisational virtue, organizational support, and job burnout evolve over time and across different contexts.

References

- 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. <https://doi.org/10.1002/jtr.2493>
- Altamimi, F., Alsubaie, S., & Nasaani, A. (2021). Why so cynical? The effect of job burnout as a mediator on the relationship between perceived organizational support and organizational cynicism. *European Journal of Business and Management*, 2(3), 84-102.
- Bakker, A. B., & Demerouti, E. (2014). Job demands–resources theory. In P. Y. Chen & C. L. Cooper (Eds.), *Wellbeing: A complete reference guide, work and wellbeing* (pp. 37-64). Wiley–Blackwell. <https://doi.org/10.1002/9781118539415.wbwell019>
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285. <https://doi.org/10.1037/ocp0000056>
- Bakker, A. B., & Leiter, M. P. (2010). Where to go from here? Integration and future research on work engagement. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 181-196). Psychology Press.
- Bakker, A. B., & Oerlemans, W. G. (2012). Subjective well-being in organizations. In K. S. Cameron & G. M. Spreitzer (Eds.), *The Oxford handbook of positive organizational scholarship* (pp. 178-189). Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199734610.013.0015>

- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology, 20*(1), 4-28. <https://doi.org/10.1080/1359432X.2010.485352>
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & Stress, 22*(3), 187-200. <https://doi.org/10.1080/02678370802393649>
- Baran, B. E., Shanock, L. R., & Miller, L. R. (2012). Advancing organizational support theory into the twenty-first century world of work. *Journal of Business and Psychology, 27*(2), 123-147. <https://doi.org/10.1007/s10869-011-9236-3>
- Barnes, D. C., & Collier, J. E. (2013). Investigating work engagement in the service environment. *Journal of Services Marketing, 27*(6), 485-499. <https://doi.org/10.1108/JSM-01-2012-0021>
- Batistic, S. (2018). Looking beyond socialization tactics: The role of human resource systems in the socialization process. *Human Resource Management Review, 28*(2), 220-233. <https://doi.org/10.1016/j.hrmr.2017.08.004>
- Becker, J. M., Ringle, C. M., Sarstedt, M., & Völckner, F. (2022). Estimating moderating effects in PLS-SEM and PLSc-SEM: Interaction term generation and data treatment. *Journal of the Academy of Marketing Science, 50*(5), 1010-1034. <https://doi.org/10.1007/s11747-021-00806-1>
- Benitez, J., Henseler, J., Castillo, A., & Schuberth, F. (2020). How to perform and report an impactful analysis using partial least squares: Guidelines for confirmatory and explanatory IS research. *Information & Management, 57*(2), 103168. <https://doi.org/10.1016/j.im.2019.05.003>
- Bianchi, R., & Brisson, R. (2017). Burnout and depression: Causal attributions and construct overlap. *Journal of Health Psychology, 24*(11). <https://doi.org/10.1177/1359105317740415>
- Bolino, M., Turnley, W., & Bloodgood, J. (2002). Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review, 27*, 505-522.
- Bright, D., Cameron, K., & Caza, A. (2006). The amplifying and buffering effects of virtuousness in downsized organizations. *Journal of Business Ethics, 64*, 249-269.
- Cameron, K., & Winn, B. (2012). Virtuousness in organizations. In K. S. Cameron & G. M. Spreitzer (Eds.), *The Oxford Handbook of Positive Organizational Scholarship* (pp. 231-244). Oxford University Press.
- Cameron, K., Bright, D., & Caza, A. (2004). Exploring the relationships between organizational virtuousness and performance. *American Behavioral Scientist, 47*(6), 766-790.
- 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.
- Christian, M., Garza, A., & Slaughter, J. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology, 64*, 89-136.

- Constantinescu, M., & Kaptein, M. (2021). Virtue and virtuousness in organizations: Guidelines for ascribing individual and organizational moral responsibility. *Business Ethics, Environment & Responsibility*, 30, 801–817.
- Dahiya, R., & Raghuvanshi, J. (2021). Do values reflect what is important? Exploring the nexus between work values, work engagement, and job burnout. *International Journal of Organizational Analysis*, 31(5), 1414–1434.
- Eisenberger, R., & Stinglhamber, F. (2011). *Perceived organizational support: Fostering enthusiastic and productive employees*. American Psychological Association.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.2307/3151312>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2022). When to use and how to report the results of PLS-SEM. *European Business Review*, 34(2), 2–24. <https://doi.org/10.1108/EBR-11-2021-0193>
- Halbesleben, J., Harvey, J., & Bolino, M. (2009). Too engaged? A conservation of resources view of the relationship between work engagement and work interference with family. *Journal of Applied Psychology*, 94, 1452–1465.
- Henseler, J., Hubona, G., & Ray, P. A. (2022). Partial least squares path modeling: Updated guidelines. In H. Latan & R. Noonan (Eds.), *Partial least squares path modeling: Basic concepts, methodological issues and applications* (2nd ed., pp. 19–39). Springer.
- Huhtala, M., Tolvanen, A., Mauno, S., & Feldt, T. (2015). The associations between ethical organizational culture, burnout, and engagement: A multilevel study. *Journal of Business and Psychology*, 30, 399–414.
- Hung Kee, D., Ching, S., & Ng, M. (2019). How work values and organizational outcomes differ by generational cohort in Malaysia’s manufacturing sector. *Global Business and Organizational Excellence*, 39(1), 37–45.
- 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.
- Irfan, M., Khalid, R., Khel, S., Maqsoom, A., & Sherani, I. (2023). 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.
- Kahn, W. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132–140.

- 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.
- Kim, A., Kolb, J., & Kim, T. (2012). The relationship between work engagement and performance: A review of empirical literature and a proposed research agenda. *Human Resource Development Review*, 12(3), 248–276.
- Kim, S., & Garrison, G. (2009). Investigating mobile wireless technology adoption: An extension of the technology acceptance model. *Information Systems Frontiers*, 11(3), 323–333.
- Knight, C., Patterson, M., & Dawson, J. (2017). Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions. *Journal of Organizational Behavior*, 38, 792–812.
- Kock, N. (2022). *WarpPLS user manual: Version 8.0*. ScriptWarp Systems.
- Kraemer, T., & Gouthier, M. (2014). How organizational pride and emotional exhaustion explain turnover intentions in call centers: A multi-group analysis with gender and organizational tenure. *Journal of Service Management*, 25, 125–148.
- 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.
- 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>
- Leiter, M., & Maslach, C. (2010). Building engagement: The design and evaluation of interventions. In A. B. Bakker & P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 164–180). Psychology Press.
- Leiter, M., & Maslach, C. (2018). Interventions to prevent and alleviate burnout. In *Current issues in work and organizational psychology*. Routledge. <https://www.routledgehandbooks.com/doi/10.4324/9780429468339-3>
- Liang, X., & Wong, W. M. (2023). Organizational virtuousness and work engagement: Mediated by employee well-being in China. *Onkologia i Radioterapia*, 17(12).
- Lilius, J., Worline, M., Maitlis, S., Kanov, J., Dutton, J., & Frost, P. (2008). The contours and consequences of compassion at work. *Journal of Organizational Behavior*, 29, 193–218.
- Loan, L. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307.
- Magnier-Watanabe, R., Uchida, T., Orsini, P., & Benton, C. F. (2020). Organizational virtuousness, subjective well-being, and job performance: Comparing employees in France and Japan. *Asia-Pacific Journal of Business Administration*, 12(2), 115–138.
- Manley, S. C., Hair, J. F., Williams, R. I., & McDowell, W. C. (2021). Essential new PLS-SEM analysis methods for your entrepreneurship analytical toolbox. *International Entrepreneurship and Management Journal*, 17(4), 1805–1825.

- Manyasi, J., Kibas, P., & Chep, K. (2011). Effects of organizational support for career development on employee performance: A case of Kenyan public universities. In *Kabarak University First International Conference* (pp. 1–17).
- Marchand, C., & Vandenberghe, C. (2016). Perceived organizational support, emotional exhaustion, and turnover: The moderating role of negative affectivity. *International Journal of Stress Management*, 23(4), 350–369.
- May, D., Gilson, R., & Harter, L. (2004). The psychological conditions of meaningfulness, safety, and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77, 11–37.
- Meyer, M. (2018). The evolution and challenges of the concept of organizational virtuousness in positive organizational scholarship. *Journal of Business Ethics*, 153, 245–264.
- Mkheimer, I. M., Selem, K. M., Shehata, A. E., Hussain, K., & Perez Perez, M. (2023). Can hotel employees arise internal whistleblowing intentions? Leader ethics, workplace virtues, and moral courage. *European Journal of Management and Business Economics*, 32(2), 203–222.
- Mujeeb, A., Zubair, A., & Saeed, Q. (2022). Organizational virtuousness and burnout among call center employees: Moderating role of affective commitment. *Foundation University Journal of Psychology*, 6(2), 1–12. <https://doi.org/10.33897/fujp.v6i2.307>
- Murthy, R. (2017). Perceived organizational support and work engagement. *International Journal of Applied Research*, 3(5), 738–740.
- Nikandrou, I., & Tsachouridi, I. (2015). Towards a better understanding of the “buffering effects” of organizational virtuousness’ perceptions on employee outcomes. *Management Decision*, 53(8), 1823–1842.
- Nusantria, S. (2012). *Employee engagement: Anteseden dan konsekuensi*. Skripsi Sarjana, Fakultas Ekonomi dan Bisnis Universitas Diponegoro, Semarang.
- Ogunbamila, B., Balogun, A., Ogunbamila, A., & Oladele, R. (2014). Job stress, emotional labor, and emotional intelligence as predictors of turnover intention: Evidence from two service occupations. *Mediterranean Journal of Social Sciences*, 5(6), 351–352.
- Ortiz-Gomez, M., Ariza-Montes, A., & Molina-Sanchez, H. (2020). Human values and work engagement: The mediating role of authenticity among workers in a Spanish religious organization. *Frontiers in Psychology*, 11, 76. <https://doi.org/10.3389/fpsyg.2020.00076>
- Pinto, J., Dawood, S., & Pinto, M. (2014). Project management and burnout: Implications of the Demand–Control–Support model on project-based work. *International Journal of Project Management*, 32(4), 578–589.
- 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.
- Rego, A., Ribeiro, N., Cunha, M. P., & Jesuino, J. C. (2011). How happiness mediates the organizational virtuousness and affective commitment relationship. *Journal of Business Research*, 64(5), 524–532.

- Rich, B., LePine, J., & Crawford, E. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617–635.
- Ruiz-Palomino, P., & Martínez-Cañas, R. (2014). Ethical culture, ethical intent, and organizational citizenship behavior: The moderating and mediating role of person–organization fit. *Journal of Business Ethics*, 120(1), 95–108.
- Saks, A. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, 600–619.
- Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of work stress and job burnout on turnover intentions among hotel employees. *International Journal of Environmental Research and Public Health*, 19(15), 9724.
- Salvagioni, D., Melanda, F., Mesas, A., González, A., Gabani, F., & Andrade, S. (2017). Physical, psychological and occupational consequences of job burnout: A systematic review of prospective studies. *PLoS ONE*, 12(10), e0185781. <https://doi.org/10.1371/journal.pone.0185781>
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2023). Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy*, 100540. <https://doi.org/10.1016/j.jfbs.2023.100540>
- Schaufeli, W. (2012). Work engagement: What do we know and where do we go? *Romanian Journal of Applied Psychology*, 14(1), 3–10.
- Schaufeli, W. B., & Salanova, M. (2007). Work engagement: An emerging psychological concept and its implications for organizations. In S. Gilliland, D. Steiner, & D. Skarlicki (Eds.), *Managing social and ethical issues in organizations* (Vol. 5, pp. 135–177). Research in Social Issues in Management, Rice University.
- Schaufeli, W., & Bakker, A. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315.
- Schaufeli, W., & Bakker, A. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 25–38). Psychology Press.
- Schaufeli, W., & Salanova, M. (2011). Work engagement: On how to better catch a slippery concept. *European Journal of Work and Organizational Psychology*, 20(1), 39–46.
- Schaufeli, W., Leiter, M., & Maslach, C. (2009). Burnout: 35 years of research and practice. *Career Development International*, 14(3), 204–220. <https://doi.org/10.1108/13620430910966406>
- Schaufeli, W., Salanova, M., Gonzalez-Roma, V., & Bakker, A. (2002). The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92.
- Searle, T., & Barbuto, J. (2011). Servant leadership, hope, and organizational virtuousness: A framework exploring positive micro and macro behaviors and performance impact. *Journal of Leadership and Organizational Studies*, 18(1), 107–117.

- Shepherd, C., Tashchian, A., & Ridnour, R. (2011). An investigation of the job burnout syndrome in personal selling. *Journal of Personal Selling & Sales Management*, 31(4), 397–409.
- Singh, M., & James, P. (2016). Antecedents and consequences of work engagement: A literature review. *International Journal of Applied Business and Economic Research*, 14(12), 8635–8656.
- Singh, S., David, R., & Mikkilineni, S. (2017). Organizational virtuousness and work engagement: Mediating role of happiness in India. *Advances in Developing Human Resources*, 20(1), 88–102.
- Smith, E. (2013). Toward organizational environmental virtuousness. *The Journal of Applied Behavioral Science*, 49(1), 123–148.
- 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.
- Sun, H., & Yoon, H. (2022). Linking organizational virtuousness, engagement, and organizational citizenship behavior: The moderating role of individual and organizational factors. *Journal of Hospitality & Tourism Research*, 10(9), 634–802.
- Sweetman, D., & Luthans, F. (2010). The power of positive psychology: Psychological capital and work engagement. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 54–68). Psychology Press.
- 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>
- Tsachouridi, I., & Nikandrou, I. (2016). Organizational virtuousness and spontaneity: A social identity view. *Personnel Review*, 45(6), 1302–1322.
- Tununu, A., & Martin, P. (2020). Prevalence of burnout among nurses working at a psychiatric hospital in the Western Cape. *Curationis*, 43, e1–e7. <https://doi.org/10.4102/curationis.v43i1.2117>
- Ugwu, F. (2012). Are good morals often reciprocated? Perceptions of organizational virtuousness and optimism as predictors of work. *Asian Journal of Social Sciences and Humanities*, 1(3), 188–198.
- 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.
- Youn, H., & Kim, J. H. (2022). Corporate social responsibility and hotel employees' organizational citizenship behavior: The roles of organizational pride and meaningfulness of work. *Sustainability*, 14(4), 2428.

- 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>
- Zamahani, M., Ahmadi, A., Sarlak, M. and Shekari, H. (2012), Moving towards virtuousness in organization: An analysis of factors affecting virtuous organizations, *Management Science Letters*, 2, 2889-2902.
- Zeng, X., Zhang, X., Chen, M., Liu, J., & Wu, C. (2020). The influence of perceived organizational support on police job burnout: A moderated mediation model. *Frontiers in Psychology*, 11, 948. <https://doi.org/10.3389/fpsyg.2020.00948>
- Zhu, Y. (2013). Individual behavior: In-role and extra-role. *International Journal of Business Administration*, 4(1), 23–27.

أثر الفضيحة التنظيمية على الاحتراق الوظيفي والارتباط بالعمل في صناعة السياحة والضيافة: الدور المعدل للدعم التنظيمي

ممدوح حسن يونس^١ هيثم الصوالحي^٢ يحيى الزق^٣ محمد السعيد^٣

^١ قسم الدراسات السياحية، كلية السياحة والفنادق، جامعة مدينة السادات
^٢ قسم إدارة الفنادق، كلية السياحة والفنادق، جامعة مدينة السادات
^٣ قسم الدراسات الفندقية، كلية السياحة والفنادق، جامعة المنصورة

الملخص العربي

تهدف هذه الدراسة إلى دراسة تأثير الفضيحة التنظيمية على الاحتراق الوظيفي والارتباط بالعمل، مع التركيز على التأثير المعدل للدعم التنظيمي. كما يهدف البحث إلى دراسة تأثير الاحتراق الوظيفي على الارتباط بالعمل. تم جمع البيانات من موظفي الفنادق الخمس نجوم ووكالات السفر من الفئة (أ) في مصر، مما أسفر عن ٣٣٤ استجابة صالحة تم تحليلها باستخدام نمذجة المعادلات البنائية PLS-SEM. أشارت النتائج إلى وجود علاقة سلبية بين الفضيحة التنظيمية والاحتراق الوظيفي، وكذلك وجود علاقة إيجابية بين الفضيحة التنظيمية والمشاركة في العمل. علاوة على ذلك، أكدت النتائج وجود علاقة سلبية بين الاحتراق الوظيفي والارتباط بالعمل. كما تم الكشف عن أن الدعم التنظيمي ليس له أهمية في العلاقة بين المتغيرات في نموذج البحث. تقدم هذه النتائج مجموعة من التوصيات للفنادق ووكالات السفر لدعم مواردها البشرية في بيئة العمل.

الكلمات الدالة: الفضيحة التنظيمية، الاحتراق الوظيفي، الارتباط بالعمل، الدعم التنظيمي، السياحة، الضيافة.