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## Article

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Global Business & Finance Review (GBFR)

## Provided in Cooperation with:

People & Global Business Association (P&GBA), Seoul

*Suggested Citation:* Abuzaid, Ahmad Nasser (2024) : Examining the mediating role of job involvement in the relationship between job crafting and talent retention, Global Business & Finance Review (GBFR), ISSN 2384-1648, People & Global Business Association (P&GBA), Seoul, Vol. 29, Iss. 1, pp. 18-30,  
<https://doi.org/10.17549/gbfr.2024.29.1.18>

This Version is available at:

<https://hdl.handle.net/10419/305946>

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# Examining the Mediating Role of Job Involvement in the Relationship between Job Crafting and Talent Retention

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### ABSTRACT

**Purpose:** In the current dynamic and intensely competitive global business landscape, the retention of highly skilled and specialized talent has emerged as a critical challenge. Employee retention is a strategic differentiator for organizational success, given the substantial expenses related to recruitment, the diminishment of know-how and expertise, and the often underestimated impact on performance. This study examined how job involvement acts as a mediator between the connection of job crafting and talent retention within the context of highly skilled employees in five-star hotels based in Jordan.

**Design/methodology/approach:** A group of 419 participants successfully filled out the study survey. A quantitative cross-sectional survey design was adopted to test the research hypotheses, and the collected data were subjected to analysis using partial least squares through WarpPLS 8.0 software.

**Findings:** The study's results offer statistical support for the positive influence of both crafting the job and job involvement on talent retention. Additionally, it was discovered that job crafting had been an indicator of increased job involvement. Moreover, the study reveals that the connection between job crafting and talent retention is mediated by job involvement.

**Research limitations/implications:** The study findings carry significant implications for organizations. To effectively enhance talent retention, hotels should promote job crafting practices while fostering a work culture that nurtures job involvement. By embracing such approaches, hotels can form an environment where talented staff sense motivated, involved, and committed, contributing to the hotels' long-term goals achievement and competitive advantage.

**Originality/value:** Recognizing the gaps in existing literature makes the need for further research evident. Scholars highlighted the need for or a greater abundance of empirical evidence pertaining to managing adept human resources. Similarly, scholars emphasized the researchers' criticism of the goodness of theoretical articles on managing talent, particularly the need for empirical research. These studies underscored the necessity of delving deeper into this subject matter and contributing to filling the gaps in the literature. Thus, this study makes a significant contribution to the talent retention field.

*Keywords: Job crafting, Talent retention, Job involvement, Five-star hotels, Jordan*

## I. Introduction

Received: Sep. 8, 2023; Revised: Oct. 17, 2023; Accepted: Oct. 29, 2023

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Human resource practices emphasize the importance of managing turnover, as it is perceived as a negative

variable that can significantly influence an organization's success in various ways (Weerasinghe et al., 2017). The cost of losing talent is substantial, resulting in the depletion of financial resources when attempting to replace skilled employees (Mey et al., 2021). Moreover, the departure of talented individuals affects the organization's overall performance due to the valuable knowledge, skills, and abilities left with them (Govaerts et al., 2017). Additionally, the challenges associated with replacing skilled talent further exacerbate the situation, weakening cohesion and commitment among the remaining workforce (Luna-Arocas et al., 2020).

Within the realm of research, talent is regarded as a competitive asset for organizations, underscoring the necessity of their retention (e.g., Mey et al., 2021). This demand for retaining top talent is particularly pronounced in the heightened rivalry between companies, where organizations strive to maintain high performers (Bihani & Dalal, 2014). Identifying the crucial factors that foster employee intent to continue employment with the organization is a vital consideration for managers (Kyndt et al., 2009). Consequently, researchers actively investigate the determinants influencing employee decisions to depart or carry on with the organization, recognizing the importance of maintaining a stable and skilled workforce (Jeswani & Sarkar, 2008). This comprehension of encouraging employee retention becomes especially critical for organizations and managers dealing with well-educated, competent, and skilled professionals who contribute substantially to the company's competitive edge (Luna-Arocas et al., 2020).

According to the literature, job crafting has surfaced as a potent approach to securing and retaining top talent, as it permits employees proactively reshape the meaning of work, autonomy, and variety in their roles (Bakker et al., 2023; Zhang & Li, 2020). This empowerment allows talented individuals to shape their work experiences to match their passions and abilities, leading to increased satisfaction regarding the job and high commitment levels to the organization (Cheng & Yi, 2018). One of the theoretical interpretations supporting that job crafting is considered a valuable

strategy for talent retention is its ability to foster job involvement (Khan et al., 2011). Job involvement, in turn, has been linked to favorable outcomes, including increased feelings of connection with the organization, job satisfaction, and employees' mental engagement with their organization (Varshney, 2020).

The central theme of this study centers on the insufficient implementation of strategies aimed at preserving talented employees and mitigating skilled personnel turnover within the Jordanian hotel sector. This sector ranks among the most fiercely competitive industries worldwide (Martin-Rios & Ciobanu, 2019). Failure to effectively implement talent retention practices can result in alarming skilled workforce turnover rates (Bihani & Dalal, 2014), potentially resulting in costs outweighing the benefits and negatively impacting organizational performance (Jeswani & Sarkar, 2008). Recognizing the gaps in existing literature makes the need for further research evident. Marinakou and Giousmpasoglou (2019) highlighted the need for or a greater abundance of empirical evidence pertaining to managing adept human resources. Similarly, Thunnissen and Gallardo-Gallardo (2019) emphasized the scholars' criticism of the goodness of theoretical articles on managing talent, particularly the need for empirical research. These studies underscored the necessity of delving deeper into this subject matter and contributing to filling the gaps in the literature. Moreover, researchers have encountered inconsistent results in studies examining the association among job crafting, job involvement, and talent retention (Chan et al., 2008) as well past studies encourage future research to examine the mediating function of involvement in the job with consequences like intention to stay or retention (Khan et al., 2011). Hence, this study explores how job crafting and involvement help retain talented employees in Jordanian hotels.

## II. Literature Review

### A. Job Crafting

Job crafting involves intentional modifications exerted by personnel to the "physical and cognitive" dimensions of their position tasks or interpersonal limits, as introduced by Wrzesniewski and Dutton (2001). This theory posits that employees do not strictly adhere to their prescribed job roles. Instead, they resort to crafting the job, intending to adapt their roles and tasks to their requirements, values, and priorities (Chen et al., 2014). Based on the job characteristics theory foundation, job crafting admits that staff proactively shape their roles, whether or not top management is participating (Wrzesniewski & Dutton, 2001). Beyond their assigned tasks and interactions, employees' perceptions of what lies beyond the boundaries of their job also influence their impressions of their roles. Consequently, some employees actively modify these boundaries to alter the identity of their task and its significance (Slemp & Vella-Brodrick, 2013). Job crafting encompasses physical, cognitive, and social modifications, allowing employees to match their jobs with their concerns and beliefs.

While there may be some differences among researchers regarding the classification and description of job crafting (Chen et al., 2014), the theory of job crafting broadly identifies "three types of crafting behavior: task crafting, relational crafting, and cognitive crafting" (Berg et al., 2013; Wrzesniewski & Dutton, 2001). "Task crafting" encompasses staff proactively embracing novel job activities, prioritizing activities that resonate with their capabilities and affinities, or restructuring methods for task completion (Berg et al., 2013). Conversely, relational crafting pertains to shaping task relationships to derive meaning and identity, including building new relationships, reframing existing relationships' purposes, or adopting guidance or supportive roles within established relationships (Berg et al., 2013). The third category, cognitive or perceptions crafting, involves altering how individuals think about and process work experiences, such as

viewing work holistically and focusing on priorities and beliefs (Berg et al., 2013).

Job crafting is a significant topic in hotel management literature as it impacts employees' behavior and attitudes, thereby affecting hotel productivity, profitability, and overall performance. Studies suggest that job crafting can enhance employees' job satisfaction, work motivation (Cheng & Yi, 2018), job engagement, and performance while fostering a sense of harmony and identification with the hotel (Chen et al., 2014). As the hotel industry's success depends on the level of service and customer focus its staff provides, job crafting is crucial (Lim, 2022). It enables employees to redesign their roles to provide better customer service, ultimately improving hotel and business performance (Cheng & Yi, 2018).

### B. Job Involvement

Job involvement is a psychological notion that encompasses a person's identification with their work and the significance of the work activities in shaping their self-reflection (Lodahl & Kejnar, 1965). Initially conceptualized by Lodahl and Kejnar (1965), job involvement pertains to a worker's psychological connection to their job and how they perceive it as an integral part of their self-concept. This concept has been at the forefront of mainstream research, and its measurement continues to yield valuable insights into various positive outcomes within organizations.

The significance of job involvement in contemporary organizational contexts remains noteworthy, as empirical evidence continues to highlight its positive impact on several key areas. Studies have shown that increased levels of job involvement are linked to improved work outcomes, particularly productivity (Varshney, 2020), reduced turnover rates (Zopiatis et al., 2014), and decreased burnout among employees (Chiu & Tsai, 2006). Job involvement fosters positive results and mitigates negative ones, thereby contributing to employees' overall well-being and job satisfaction. When highly affiliated with their jobs, employees tend to experience a sense of confidence and satisfaction,

which can result in more extraordinary dedication and commitment to their work (Varshney, 2020). In contrast, lower levels of job involvement have been associated with decreased attention to job-related tasks (Demir, 2020) and reduced openness to innovation and new experiences (Huang, 2019). Employees with lower job involvement may exhibit lower levels of engagement and motivation, potentially impacting their overall job performance and creativity. Furthermore, higher levels of involving staff members in their jobs have been linked to increased employee autonomy and self-efficacy (Demir, 2020).

### C. Talent Retention

Baum (2008) has highlighted that the hotel industry has a unique perspective on talent compared to other fields. Although defining talent in this industry can be difficult, it's crucial to prioritize inclusivity and a willingness to learn through training and development. He proposed that hotel managers embrace inventive approaches to keep talented personnel. Accordingly, Marinakou and Giousmpasoglou (2019) defined talented individuals in the hotel industry as personnel who possess exceptional skills to devise new solutions, make informed decisions, have a profound understanding of their field, demonstrate a willingness to learn and grow professionally, adjust to different situations while prioritizing customer satisfaction, and align with organizational values. Wee (2013) further emphasizes that talent includes individuals who possess particular skills, capabilities, knowledge, and expertise to meet the present and future challenges organizations face effectively.

Talent retention encompasses all the practices and activities organizations undertake to curb the leaving of skilled personnel (Weerasinghe et al., 2017). The loss of talent incurs various costs for organizations, including direct expenses like hiring and training and indirect expenses due to the depletion of unique knowledge, skills, and expertise. Therefore, effective employee retention strategies are crucial for sustaining

business success (Weerasinghe et al., 2017) and maintaining a competitive advantage (Bihani & Dalal, 2014).

Recognizing the significance of employee retention, numerous authors have integrated it into talent management activities (Harsch & Festing, 2020; Weerasinghe, 2017). Harsch and Festing (2020) demonstrate that talent retention measures an organization's success, indicating its ability to retain valuable human capital. Weerasinghe (2017) highlights that organizations' investment in talent retention for high-performers results in a competitive advantage.

### D. Hypotheses Development

The existing evidence proposes that job crafting connects to talent retention positively. According to a study conducted by Xu et al. in 2023, job crafting was found to have a positive effect on job engagement and career identity. However, the study also highlighted a negative correlation between job crafting and hotel employees' intentions to leave their jobs. The research emphasizes the importance of job crafting in shaping hotel employee retention and job satisfaction in China. Similarly, Zhang and Li (2020) discovered that job crafting is reversely attached to the staff's intent to depart from the positions they have. Furthermore, a study by Cheng and Yi (2018) found that job crafting can significantly impact hotel staff's willingness to drop jobs during the COVID-19 crisis. The study suggests that hotel members who engage in job crafting are less likely to quit, which could benefit employers trying to retain their staff during challenging times. Based on those above, talented employees may resort to job crafting to improve their work-life experiences and enhance their motivation to stay in their current roles. Thus, the first hypothesis is:

**H1:** Job crafting has a significant positive effect on talent retention

Within job crafting, employees actively participate in the job-design process, taking the initiative to adapt the scope of their work in line with their abilities

and skills (Wrzesniewski & Dutton, 2001). By embracing a technique such as crafting the job, staff can elevate their levels of involvement and experience an increased perception of meaningful work (Slemp & Vella-Brodrick, 2013). Therefore, job crafting has the potential to increase job involvement. Hackman and Oldham (1980) state that job crafting and the job characteristics model are complementary facets of the same coin. Employees can actively resort to job crafting to customize their roles and tasks, aligning them with the desired characteristics outlined in the job characteristic model. For instance, an employee may proactively seek out more challenging tasks to increase skill variety, request more autonomy in decision-making to enhance task identity, or create opportunities for receiving feedback to fulfill the feedback aspect of the model. By doing so, employees can further enrich their work experiences, leading to heightened motivation, work-related satisfaction, and improved achievement by the job characteristic model's principles. Research indicates that staff members who recognize the job they have as invigorating and highly inspiring, featuring attributes such as "skill variety, task significance, task identity, autonomy, and feedback," demonstrate higher involvement levels in their work (e.g., Lawler & Hall, 1970), leading to the conclusion that enriched jobs through job crafting contribute to increased job involvement levels (Brown, 1996).

In the hospitality domain, research shows that job crafting can positively impact work engagement. Work engagement is a cognitive state marked by dedication, energy, and complete immersion in work. It can be achieved by aligning job tasks with individual values and interests (Guo & Hou, 2022). This sense of purpose enhances job involvement by creating a stronger connection between employees and their work, increasing their awareness of its impact on others. Studies suggest that more engaged employees tend to exhibit higher levels of job involvement, resulting in better outcomes (Cheng & Yi, 2018). Thus, the second hypothesis:

**H2:** Job crafting has a significant positive effect on job involvement

Job involvement has been consistently regarded as a predictor of commitment, implying a willingness to keep with the company (Zopiatis et al., 2014). Several studies (Blau & Boal, 1989; Zopiatis et al., 2014) have underscored that involvement in the job is a counterforce to employee attrition. In this regard, Luna-Arocas et al. (2020) revealed that talented individuals' opportunities to remain with a company increase if they are highly committed and satisfied. Similarly, Jeswani and Sarkar (2008) suggest that talent involvement reduces the sense of restriction in their work, increases their perception of job autonomy, and further enhances their retention. Demir (2020) also found that involved employees display elevated degrees of engagement in their jobs, actively seeking meaningful connections alongside their coworkers and perceiving their roles and responsibilities as stimulating instead of detrimental. Moreover, heightened job involvement is associated with positive attitudes, including decreased absenteeism and lower turnover rates.

Although the hotel industry has been extensively researched, there remains a need for more concrete evidence on the correlation between job involvement and the retention of skilled employees. Nevertheless, prior studies offer implicit confirmation of this connection. For example, Kazemi and Derakhshide's (2014) research found that job involvement positively affects hotel staff's dedication, contentment, and productivity. These outcomes are significant factors that can aid in reducing employee turnover in the hospitality sector, underscoring the significance of job involvement and other job-related aspects contributing to talent retention (Holston-Okae & Mushi, 2018). Thus, the third hypothesis:

**H3:** Job involvement has a significant positive effect on talent retention.

In various research inquiries, job involvement has frequently served as an intermediary to investigate the interrelationships among diverse variables. For example, investigations have delved into the mechanism by which job involvement mediates the interrelation between "moral values and organizational commitment (Dinc & Aydemir, 2013) and between organizational

commitment and job performance (Ćulibrk et al., 2018)." Moreover, recent research has revealed that job involvement mediated the relationship between person-job fit and commitment to a career while directly influencing commitment to the profession (Huang et al., 2019). Furthermore, job involvement has demonstrated its capacity as a mediator factor in the interrelationship between work characteristics, organizational guidelines and protocols, and job satisfaction (Ćulibrk et al., 2018).

The proposed hypothesis posits that job involvement can mediate the connection between job crafting and talent retention. This assumption is based on the interactive linkage between job crafting and involvement. Job crafting empowers talented personnel to proactively amend their tasks to align with their priorities, leading to increased job satisfaction and a balanced allocation of their physical and psychological efforts (Bakker et al., 2023). Furthermore, job-involved talent is more likely to engage in enriching their job aspects (Choi & Cho, 2021), and elevating the significance of their tasks and enhancing their preparation and capabilities (Slemp & Vella-Brodrick, 2013). This higher level of job involvement is associated with increased activity, seeking meaningful relationships, and exhibiting positive attitudes, such as reduced turnover and absenteeism (Ouweneel et al., 2012). Research findings from Zopiatis et al. (2014) lend backing to the idea that talent's intention to remain with the organization is significantly enhanced through heightened job involvement facilitated by the active design of their jobs using the job crafting strategy (Xu et al., 2023). Thus, the fourth hypothesis:

**H4:** job involvement positively mediates the relationship between Job crafting and talent retention.

### III. Methodology and Procedures

#### A. Methodology and Design

The study utilized a quantitative methodology that involved the collection of numerical data to test hypotheses using statistical methods. To define the strength and direction of relationships among the variables under investigation, a correlational research design was employed. This design was found to be the most suitable approach for this study among various quantitative research designs.

#### B. Sample

This study employed a cross-sectional survey method to investigate skilled personnel retention in five-star hotels in Jordan. The selection of these hotels as the research site was based on their high turnover rates in recent years, prompting the need to focus on employee retention strategies to maintain competitiveness in the hotel industry. To collect the data, the study population included all talented employees at 21 five-star hotels in Amman city. A total of 419 valid responses were gathered through the distributed survey, yielding an approximate response rate of 87.3%. The participants' average age was 37.6 years, and their average tenure with the hotel was 10 years. Among the participants, 47.2% were female, and 58.5% held a college degree or above. These demographic characteristics provided a diverse and representative sample for the study.

#### C. Instrumentation

The study employed three instruments to gather necessary data from the enrolled participants to examine the research hypotheses effectively. At the outset of the survey, demographic information about the hotel's talented employees was gathered. This demographic questionnaire consisted of four questions, aiming to elicit crucial details such as age, job tenure, gender,

and education level. Furthermore, the study assessed the key variables using well-established measurement scales. Job crafting (JCQ) was quantified utilizing a measurement scale created by Slemp & Vella-Brodrick (2013). The JCQ consists of three sub-factors- job crafting, cognitive crafting, and relationship crafting- each with five questions. Similarly, job involvement was evaluated through the Job Involvement Questionnaire (JIQ) devised by Kanungo (1982) and comprised ten questions. Talent retention, a pivotal outcome of interest, was assessed using a scale formulated by Govaerts et al. (2011). The talent retention questionnaire devised by Govaerts et al. (2011) was developed by drawing on questionnaires from prior studies, including the study conducted by Kyndt et al. (2009). The questionnaire comprises eight items that address talent retention.

## IV. Data Analysis

### A. Evaluating Model Fit and Quality Indices

The structural equation model's adequacy is assessed through the "Goodness of Fit Model," comparing the model's value to a standard deviation. Multiple measures were utilized in the WarpPLS analysis to identify the model's Goodness of Fit (Wardhani et al., 2020). The findings presented in Table 1 demonstrate that the structural equation model meets the criteria for a good fit and satisfies the requirements of the quality indices. Consequently, the model derived from this analysis is well-suited for conducting hypothesis testing.

**Table 1.** Indicators of the measurement model quality

Indicator	Value	P-value	Acceptance criteria
"Average path coefficient (APC)"	0.251	0.001	"P < 0.05"
"Average R-squared (ARS)"	0.216	0.001	"P < 0.05"
"Average adjusted R-squared"	0.209	0.001	"P < 0.05"
"Average block VIF (AVIF)"	1.604	-	"≤ 5"
"Average full collinearity VIF"	1.811	-	"≤ 5"
"Tenenhaus GoF (GoF)"	0.382	-	"Large > 0.36"

### B. Measurement Reliability and Validity

The current study employed Partial Least Squares (PLS) using the WarpPLS 8 statistical software to validate the proposed hypotheses. In the PLS analysis, the first step involves estimating the loadings of individual items to their underlying latent variable and assessing causal relationships between them (Fornell & Larcker, 1981). The results of data analysis indicate that all individual item loadings for the constructs were observed to be above 0.6. The composite reliabilities (CR) for the job crafting, job involvement, and talent retention constructs were also 0.894, 0.882, and 0.885, respectively. These values, surpassing the threshold of 0.7, suggest strong internal consistency and reliability, per Fornell and Larcker's (1981) criteria. The average variance extracted (AVE) values for job crafting, job involvement, and talent retention constructs were 0.592, 0.571, and 0.559, respectively. These values also surpassed the recommended threshold of 0.5, confirming the absence of issues with convergent validity in the measurement model, as in Table 2. Furthermore, the measurements of each variable exhibited higher loadings on its corresponding latent factor than on other latent factors. This finding demonstrates the distinctiveness of each construct and supports discriminant validity, as per Fornell and Larcker's (1981) criteria. The

**Table 2.** Measurement reliability and convergent validity

Construct	CR	A	AVE
Job Crafting	0.894	0.837	0.592
Job Involvement	0.882	0.814	0.571
Job Involvement	0.885	0.810	0.559



comparison of AVE values and the squared correlations between the latent factors further affirmed discriminant validity, as the AVE values were larger than a correlation value within the same row. A summary of the correlation and discriminant validity results is presented in Table 3.

### C. Hypothesis Testing

In the PLS approach, the structural model is validated by examining the size and direction of path coefficients, their statistical significance, and the determination coefficients of the final dependent variables. The bootstrap resampling method was utilized to validate the significance of the path coefficients. The PLS path model in Figure 1 visually represents the connections among job crafting, job involvement, and talent retention. The model's direct and indirect effects were further analyzed, and the findings are summarized in Tables 4 and 5.

The analysis manifests a significant positive influence of job crafting on talent retention ( $\beta = 0.48$ ,  $P = 0.03$ ,  $f^2 = 0.260$ ) with a medium effect size (Cohen, 1988), affirming the validity of H1.

This signifies that employees who resort to job crafting activities are inclined to exhibit higher levels of staying within the organization. Additionally, the analysis reveals job crafting positively impacts job involvement ( $\beta = 0.69$ ,  $P < 0.01$ ,  $f^2 = 0.488$ ) with a large effect size (Cohen, 1988), lending credence to H2. This result proposes that employees who actively exercise creating their job activities tend to feel extra involved and connected to their work. Furthermore, the study's findings show that job involvement positively affects talent retention ( $\beta = 0.71$ ,  $P < 0.01$ ,  $f^2 = 0.501$ ) with a large effect size (Cohen, 1988), supporting H3. This implies that staff members who experience higher involvement degrees

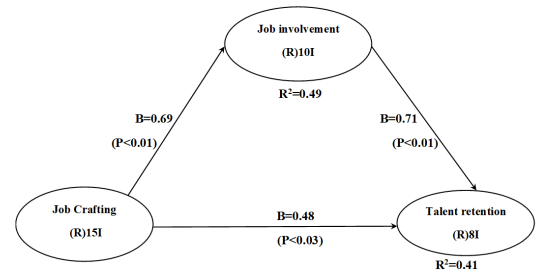


Figure 1. Estimated structural equation model

Table 3. Correlation and discriminant validity of measurement reliability and validity

	Job crafting	Job involvement	Talent retention
Job crafting	<b>(0.769)</b>		
Job involvement	0.700	<b>(0.755)</b>	
Talent retention	0.640	0.633	<b>(0.747)</b>

Table 4. PLS path model's direct effects

Path model	"Standardized path coefficient"	"standard error"	P-value	$f^2$
Job crafting → Talent retention	0.480	0.039	< 0.03	0.260
Job crafting → Job involvement	0.690	0.047	< 0.01	0.488
Job involvement → Talent retention	0.710	0.043	< 0.01	0.501

Note: The effect sizes ( $f^2$ ) were measured using the following: 0.02 = small, 0.15 = medium, 0.35 = large (Cohen, 1988).

Table 5. PLS path model's direct and indirect effects

Path model	$\beta$	SE	P-value	$f^2$
Job crafting → Job involvement → Talent retention	0.094	0.031	< 0.015	0.183

Note: The effect sizes ( $f^2$ ) were measured using the following: 0.02 = small, 0.15 = medium, 0.35 = large (Cohen, 1988); SE = standard error,  $\beta$  = standardized path coefficient.

within their job are more prone to stay at the organization, contributing to talent retention efforts.

#### D. Mediation Analysis

The process of mediation evaluation, as initially introduced by Baron and Kenny (1986), is not dependent on standard errors. However, Kock's (2014) innovative method of mediation testing is more dependable and effective. This methodology evaluates mediating effects by computing indirect effects, which WarpPLS automatically calculates (Kock, 2014). According to the statistical arguments presented by Moqbel et al. (2020), the statistical analysis displays that the indirect effect of crafting the job on talent retention, with the mediation of job involvement, is statistically significant ( $\beta = 0.094$ ,  $P = 0.015$ ). Furthermore, the mediator has a medium effect size ( $f^2 = 0.183$ ), as per Cohen's (1988) criteria, offering a bolster for H4. Consequently, the finding indicates that job involvement is a mediator factor in the connection between job crafting and talent retention. To put it differently, employees' active participation in job-crafting activities results in increased involvement at the job, which, in turn, affects talent retention positively.

#### V. Discussion

As anticipated, the empirical analysis corroborated the positive association between job crafting and talent retention, conforming to previous research findings (Xu et al., 2023; Zhang & Li, 2020). This result likewise supports the investigation conducted by Chang et al. (2013), which revealed a statistical impact of designing the work on employees' intent to depart. Job crafting represents a proactive approach to reshaping task limits, allowing staff members to modify their position duties, fostering cooperative interactions in the workplace, and changing their

perspective on work assignments (Wrzesniewski & Dutton, 2001). By initiating changes in their jobs, employees strengthen their expression of principles and convictions and create harmony among themselves and their position (Wrzesniewski & Dutton, 2001), which generates the concept of self in their minds. The self is crucial to feeling meaningful work (Slomp & Vella-Brodrick, 2013). Thus, crafting the jobs allows staff members to make sense of various dimensions of meaningful work. Consequently, this contributes to a reduced intention among employees to withdraw or leave the organization. Also, the study findings supported that job crafting positively and significantly influences job involvement. The involvement in the job is conceptualized as a multidimensional construct that assesses the extent to which individuals view their work situation as crucial to their identity and an integral aspect of their lives. This perspective is rooted in the notion that job involvement arises from the opportunities provided by one's work to fulfill essential needs (Saleh & Hosek, 1976). Within this context, individuals consider their job the primary source of need satisfaction compared to non-job-oriented activities (Blau, 1989). Involvement in the job is characterized by energetic engagement, encompassing aspects like the desire for self-expression and actualization, opportunities for making job decisions, contributing to success, and exercising self-determination (Saleh & Hosek, 1976). Another perspective views job involvement as central to a person's self-esteem. Employees see their work achievement as integral to their overall self-worth, making involvement in the job crucial for their well-being and sense of worth (Saleh & Hosek, 1976). In summary, the findings of this study provide practical proof to support the notion that job crafting positively affects job involvement by fulfilling the staff members' essential needs, such as the need for achievement, thereby promoting their feelings of self-worth.

Moreover, the study findings indicate that job involvement positively impacts talent retention. Job involvement is notable in job attitudes and intimately associated with essential work behaviors like absenteeism and turnover. Employees displaying the

highest levels of job involvement are improbable to absenteeism, showing that their engagement keeps them present (Kanungo, 1982). Furthermore, job involvement is a critical predictor of turnover, implying staff members who feel extra connected to their job are prone to remain with the organization longer (Dinc & Aydemir, 2013). This highlights the importance of job involvement in retaining talented employees, as highly involved employees are extra dedicated and less inclined to depart from the organization. In addition, job involvement has been linked to overall organizational success and commitment. Employees who feel deeply connected to their job commit to the organization's goals and participate positively in its success (Blau & Boal, 1989). Thus, the present study's empirical evidence underscores the pivotal function of job involvement as a powerful predictor of staff members' retention. Finally, the empirical evidence presented in this study strongly supports the proposition that involvement in the job is a crucial mediating factor in the connection between the crafting of jobs and talent retention. Job crafting empowers talented employees to proactively shape and customize their tasks to align with their priorities and beliefs, resulting in increased satisfaction related to the job and a more harmonious allocation of their physical and psychological efforts. Consequently, when talented individuals perceive their job as fulfilling, challenging, and meeting their intrinsic needs, they develop a more profound psychological attachment to their work, ultimately leading to higher job involvement. Moreover, this heightened job involvement has far-reaching implications for the organization's talent behavior. Job-involved employees are more inclined to enrich their job aspects, elevate the significance of their tasks, and actively seek opportunities for growth and development. This engagement translates into increased productivity, meaningful relationships with colleagues and the organization, and positive attitudes, such as reduced turnover and absenteeism. In conclusion, the evidence from various previous studies, including those by Čulibrk et al. (2018), Khan et al. (2011); and Zopiatis et al. (2014), strongly supports the notion that talented employees' intention to remain

with the organization is significantly reinforced by their heightened degree of involvement at the job. This heightened job involvement is facilitated by the proactive design of their functional roles using the job crafting strategy. These collective results corroborate the substantial function of job involvement as an intermediary in the connection between job crafting and talent retention.

## VI. Conclusion

The current study explored the associations among job crafting, job involvement, and talent retention within luxury hotels in Jordan. The study's findings indicate that job crafting positively affects talent retention. Talented employees who actively practice job crafting by proactively altering the limits and scope of their work to suit their capabilities and priorities are highly potential to continue with their organizations. Additionally, the study revealed that job involvement positively affects talent retention, highlighting the significance of talented employees' psychological attachment to their work in influencing their retention within the hotel industry. Moreover, the study contributes valuable insights enriching the related literature about talent retention and employee involvement within the hotel industry in Jordan. The study's empirical evidence and methodological rigor contribute to the growing research on talent management and human resource practices in the hotel industry.

## VII. Practical Implications

The results of this study hold valuable practical implications for enhancing talent retention strategies within Jordanian hotels. The positive influence that crafting the job has on talent retention underscores

the importance of actively enabling talented staff members to shape their roles and responsibilities. Organizations can promote job crafting by providing qualified employees autonomy and opportunities for self-directed modifications in their tasks and relationships. By doing so, hotels can foster a sense of ownership and commitment among skilled employees, which increases retention rates.

Additionally, job involvement's positive effect on talent retention underscores the importance of cultivating talented employees' emotional connection to work and participation on the job. Hotel managers and leaders should prioritize initiatives to encourage qualified personnel to experience the feeling of purpose and significance of their roles. Managers can achieve this by job enrichment, granting competent personnel a deliberated level of independence, authorizing them to make decisions over their roles, and providing positive reinforcement and constructive feedback, which help qualified employees understand the value of their work and foster a sense of job involvement—and fostering a stimulated work environment that encourages teamwork, cooperation, and transparent communication. Furthermore, job involvement's intermediary function within the connection between job crafting and talent retention highlights the interplay between talented employee autonomy and their emotional investment in the organization. To effectively enhance talent retention, hotels should promote job crafting practices while fostering a work culture that nurtures job involvement. This could involve conducting regular performance evaluations, offering mentorship programs, and recognizing talented employees' efforts and achievements.

### VIII. Study Limitations and Future Research

Despite contributing valuable insights, this study investigating job crafting, job involvement, and talent retention in Jordanian five-star hotels exhibit some

limitations. The exclusive focus on five-star hotels may restrict the generalizability of findings to other hotel types or industries. Moreover, the cross-sectional design hinders establishing causal relationships among the variables. Self-report measures used in the study might introduce biases, such as social desirability bias. Additionally, the study's single-country context could potentially restrict the generalizability of findings in different cultural settings. Future studies could benefit from longitudinal designs, a mixed-methods approach, and examining moderating factors. Comparative studies across different hotel categories and exploring additional mediating mechanisms would deepen the understanding of job crafting, job involvement, and talent retention relationships. Finally, intervention studies could provide practical insights for hotel managers seeking to improve talent retention rates through promoting job crafting and job involvement initiatives.

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