Employment Stability, Guest Satisfaction, and Guest Loyalty in Tourism and Hospitality Establishments: the Role of the Customer Oriented Boundary Spanning Behaviors and Deep-Acting

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ARTICLE INFO	Abstract
	Service organizations are experiencing tremendous development in human resources management and have witnessed a shift in thoughts that expand ways to strengthen bonds between employees and guests. Many sensitive issues related to this were touched, such as employee stability, customer satisfaction, and loyalty. Stability directly impacts the service quality, making it a distinguished and unique experience. Motivated and satisfied staff are more likely to go above and beyond their jobs to satisfy their guests who will be less expensive to serve, less sensitive to pricing strategy, more likely to return, and are usually more profitable. The study highlights the role of a stable workforce in driving transformation to strong Customer-Oriented Boundary-Spanning Behaviours through using employees deep-acting. A questionnaire polled 315 employees at five-star hotels in Sharm El-Sheikh and category (A) tourism companies in Cairo, Egypt during June 2023. The data was analysed using the PLS-SEM that proved the highly positive and significant effect of employees' stability on guest satisfaction and loyalty with the mediating effect of customer-oriented boundary-spanning behaviours, and the moderating effect of deep acting influencing employment stability. The study provides practical implications for hotels and tourism organizations, such as implementing an integrated strategy based on a strong organizational culture, providing growth opportunities through training programs, and providing regular feedback. This fosters positive behaviour, open communication, and recognition, supports good connections between employees and customers, and ultimately increases customer satisfaction and loyalty.

1. Introduction

The hospitality industry is a labor-intensive sector, with employees representing a crucial competitive advantage. To establish customer relationships, managers and operators seek methodologies to motivate employees, enhance job satisfaction, reduce turnover, and foster loyalty (Rebollo-Sanz & García-Pérez, 2015; Alqusayer, 2016; Ji et al., 2022). Employee retention is a strategic imperative for hotel success, with studies emphasizing the significance

of a supportive work environment, opportunities for sustainable development, effective communication, and efficient recruitment and selection practices (Sadik, 2020; Poturak & Mulaahmetovic, 2022; Radwan, 2022; Hussien, and Rashwan,2022). Research also indicates that elevated employee stability can enhance performance and productivity (Hamilton and Scrivener, 2012; Nemteanu et al., 2021). Employees in the hospitality sector encounter numerous stressors that can be categorized as individual-related and work-related. These two types of stressors have implications for their job satisfaction and loyalty, consequently affecting their productivity, performance, and increasing the rate or percentage of turnover (Antonova, 2016; Khuong & Linh, 2020; Hussien and Rashwan, 2022; Ji et al., 2022; Jasim et al., 2024). As a result, employee turnover is considered a critical issue that hotel managers may face, with significant negative effects on customer satisfaction levels and increased costs associated with recruitment and training (Zablah et al., 2016).

   Job stability refers to the state of security and equilibrium in an individual's employment and depends on several elements, including a sense of comfort at work, support from management and superiors, balance between personal and professional life, opportunities for professional growth and development, appropriate remuneration and benefits, and compatibility with colleagues, which facilitates the employee's integration into the team and achievement of outstanding performance (Nemteanu et al., 2021; Sadiq et al., 2022; Alananzeh et al., 2023). Human resources are the backbone and the foundation of any tourism and hospitality establishment. Services delivered with high performance are essential for fostering positive staff interactions with customers, increasing guest numbers, and ensuring their loyalty (Njei, 2018; Islam et al., 2020; Utami et al., 2023).

The relationship between satisfaction and customer loyalty is significant, as satisfied customers lead to repeat purchases and increased loyalty. Consequently, management must prioritize customer satisfaction and maintain a stable workforce capable of building interactions with customers based on trust and credibility. Furthermore, management is required to retain their most effective employees to avoid replacement costs and the loss of regular customers (Calicdan et al., 2022; Alananzeh et al., 2023). Numerous studies have indicated that stable employees are satisfied, productive, devoted, committed, and more engaged in the organization's objectives. These characteristics lead to improved customer interactions and higher satisfaction levels. Research consistently demonstrates a strong correlation between employee satisfaction and customer satisfaction (Rebollo-Sanz et al., 2015; Alananzeh et al, 2023; Calicdan et al., 2023; Jasim et al., 2024; Quraishi & Sadath, 2024). However, no studies have explored whether an employee's sense of stability affects customer satisfaction rates, whether this can lead to supporting customers' feelings of loyalty, and what tools support this phenomenon.

   The current study is based on exploring the factors that would support employees' feelings of job stability through strong Customer-Oriented Boundary-Spanning Behaviours through using employees deep-acting. The study investigates the relationship among employee's stability (ES), guests' Satisfaction (GS), and guest Loyalty (CL) with a mediating role of customer-oriented boundary-spanning behaviors (COBSBs) and employees deep acting (EDA) moderates the influence of employment stability on customer-oriented boundary-spanning behaviors. Following the academic literature, the links between the study's major elements will be demonstrated to meet the research goals. The study targeted number of theories. Fredrickson's (2001) broaden-and-build theory addressed pleasant feelings that can reflect on own resources and improve performance while serving others. Social exchange theory (SET), developed in (1958) by Homans, analyzes the role of organizational leadership in fostering boundary-spanning behavior among personnel and exchanging knowledge and skills to support

employee satisfaction. Adaptation-level theory, by Helson (1947) proposes that individuals make decisions depending on their previous experiences.

2. Literature Review and hypotheses development

The first contribution of this study is dedicated to the literature on organizational behaviors in the field of tourism and hospitality studies that emphasized the mediating role of COBSBs among employees' job stability, guest satisfaction, and guest loyalty. This study combined research on the positive correlation between COBSBs and employees' job stability and engagement, guest satisfaction, and guest loyalty and incorporated deep acting as a mediator of the influence of employment stability on COBSBs.

2.1. Employment Stability and customer-oriented boundary-spanning behaviors.

Employees' stability or retention is related to their satisfaction, engagement, and loyalty to their employer and the feeling that it is their best choice (Khuong & Linh, 2020). Previous research has stated that employee stability is based on the feeling of commitment towards a job or employer and how motivated they are to enhance their performance beyond their customers' expectations to offer a distinguished experience (Martensen & Gronholdt, 2006). Employee stability in the service industry is influenced by factors, such as long working hours, irregular work rates, and part-time work. These factors can lead to low job satisfaction, insecurity, and instability, resulting in high turnover rates (Ariza-Montes et al., 2018; Khuong & Linh, 2020). Factors such as inadequate work conditions, poor management styles, insufficient career development opportunities, low salaries, unclear roles, and departmental responsibility fluctuations also contribute to employee instability. Therefore, high turnover and instability are indicative of lack of employee satisfaction (Chen et al., 2016; Khuong & Linh, 2020; Chawla & Singla, 2021; Tai et al., 2021).

Seven factors were identified that improved hotel employee retention and stability: recognition of achievements, promotion opportunities, leadership style, teamwork, dealing with challenges, good communication, physical working conditions, continuous training, and a balance between personal and professional lives (Deshwal, 2015; Bahrain & Hanafi, 2018). Role clarity is crucial for organizational outcomes as it can lead to tension, depersonalization, job dissatisfaction, and substandard performance (Templer et al., 2020). Learning goal orientation and a development mindset are also important for staff customer orientation and performance. Positive emotions extend people's thinking and attention, thereby enhancing their efforts and perceptions of service quality (Gilboa et al., 2008; Templer et al., 2020). These variables may be used to develop employees' interactions with guests, and this is consistent with the theory (broaden-and-build) developed by Fredrickson (2001), who mentioned that positive emotions extend people's thinking and attention, which enables them to develop their resources, including their social, physical, intellectual, and psychological actions. This positively reflects on the efforts made while serving guests, their optimistic reactions, being proactive towards obstacles they face, and using variable and more adequate techniques to accomplish objectives. Such employees' positive attitudes and proper interactions with their customers improve perceptions of the caliber of services (Ghlichlee & Bayat, 2021). A previous study highlighted the importance of staff engagement and stability in customer-oriented behaviors that impact business volume and performance (Hamilton et al., 2012; Lin et al., 2021). Customer-oriented boundary-spanning behavior (COBSBS) involves aligning and committing across organizational boundaries, resolving conflicts, and mobilizing resources for knowledge acquisition. This approach creates valuable organizational assets by addressing hotels and tourism services sphere perspectives (Hensellek et al., 2023; Toure, 2023). Hence, the study proposes;

H1: *Employment Stability is positively associated with customer-oriented boundary-spanning behaviors.*

2.2. Customer-Oriented Boundary-Spanning Behaviors and Guests' Satisfaction.

Staff attitudes and skills contribute to higher service quality, better treatment, and a friendly environment. Front service employees' (FSEs) prosocial activities, such as greeting guests, listening, offering advice, and going above and beyond the required tasks are more likely result in higher customer satisfaction and loyalty (Chien et al., 2021; Toure, 2023). Hospitality and tourism establishments can foster a culture of employee motivation to build good bonds with guests (Choi & Hwang, 2019; Templer et al., 2020; Toure, 2023). Key factors affecting employee attitudes include leadership style, organizational features, identity, job experience, role clarity, job resourcefulness, and stable employee characteristics like personality traits and emotional intelligence (Lee et al., 2011; Antonova, 2016; Bahrain, and Hanafi, 2018; Li, et al.,2020; Liu et al.,2020; Sharma et al., 2020).

Researchers suggest that customer orientation in COBSBS is influenced by employee traits, such as personality, emotional intelligence, job mobilization, and learning goal orientation (Lee et al., 2011; Baharin & Hanafi, 2018; Chawla & Singla, 2021; Igbinoba et al., 2022; Sri Ranga & Jaladi, 2024). Business requirements, both internal and external, shape customer expectations and market conditions (Sri Ranga & Jaladi, 2024). High performance requires supervisory efforts and increased participation from supervisors to meet these demands (Baharin & Hanafi, 2018; Sri Ranga & Jaladi, 2024).

Recent studies categorize COBSBS into functional and relational categories, focusing on client decision making and human bond development (Ghlichlee & Bayat, 2021). In hospitality and tourism, researchers emphasize the need to analyses the link between COBSBS and service quality functions, promoting positive customer interactions (De Clercq et al., 2019; Zang et al., 2020; Yusuf et al., 2020; Chien et al., 2021; Ghlichlee & Bayat, 2021). Hence, the study proposes;

H2: *Customer-oriented boundary-spanning behaviors positively affect guests' satisfaction.*

2.3. Customer-Oriented Boundary-Spanning Behaviors and Guests' Loyalty

Trustworthiness is crucial for tourism and hospitality employees to build customer relationships and to gain loyalty. Primary drivers of credibility and trustworthiness include competence, expertise, patience, honesty, and compassion. Organizations should commit to customer satisfaction, exceed expectations, support needs, solve problems, behave ethically, and provide unique experiences (Tweneboa Kodua et al., 2022). Supporting employees through internal training, knowledge exchange, expert communication, and job orientation can positively impact performance (Lasisi et al., 2020; Ozturen, 2022; Tweneboa Kodua et al., 2022; Wang et al., 2022). Social exchange theory states that employees act positively, and their performance is witnessed when they are supported by valuable experiences and outcomes that align with their roles and the goals of their employer hotel or company (Wang et al., 2022).

Jasin et al., (2023) emphasize the importance of cooperative, friendly employees who are attentive to customers' needs, knowledgeable and able to create a positive guest experience. Bettencourt et al., (2005) discussed action-oriented boundary-spanning behaviors based on external representation, internal influence, and service delivery. External representation involves communication through various channels; internal influence affects customers' purchasing decisions; and service delivery complies with organizational standards. Employee efficiency, motivation, and opportunities contribute to higher customer satisfaction (Bettencourt et al., 2005; Jung et al., 2020; Rizqiyah et al., 2024).

Organizational leadership can foster boundary-spanning behavior within frontline personnel, increasing job satisfaction and commitment. Leadership benefits employees by building customer relationships, developing strategies, facilitating communication, and managing changes (Du. et al., 2021). However, frontline employees use COBSBs to reduce tension during shifts (Ji et al., 2022; Templer et al., 2020; Tweneboa Kodua et al., 2022). Tying the company's goals with COBSB is an innovative model that enables employees to understand customers' needs, providing solutions, facilitating communication, and managing change in needs (Ghlichlee & Bayat, 2021; Hussien & Rashwan, 2022). This enables hotels and tourism properties to maintain their competitive position and market share (Chawla & Singla, 2021; Chien et al., 2021; Kim & Zhan, 2023). Hence, the study proposes;

H3: *Customer-oriented boundary-spanning behaviors is positively associated with guests'*
loyalty

2.4. Guests' Satisfaction and Guests' Loyalty

Tourism and hospitality establishments have recognized the necessity of getting employees more engaged with their work for immediate business outcomes, such as high performance, creativity, and productivity (El-Adly, 2019; El Sheikh et al., 2020; Sadiq et al., 2022). Previous studies have indicated that there is an explicit connection between guest satisfaction and loyalty, and it is unbreakable (Ofosu-Boateng & Acquaye, 2020; Joviando & Kurniawati, 2022; Mandlik, 2023; Fatma & Kumar, 2024). They also stressed that employee is one of the most important requirements for the success of any service sector corporation and is the most important pillar of their strategies to improve or enhance customer happiness and loyalty, which is reflected in their financial performance (Subramanian, 2018; Mandlik, 2023; Wang et al., 2023; Fatma & Kumar, 2024).

Customer satisfaction is the difference between the expectations and realizations of a product or service. Continuity of satisfaction guarantees guests' loyalty, as it is the act of continually purchasing or consuming goods or services from a supplier, despite competition. This can be a preference for personal recommendations or purchases. It is a deeply held commitment to rebuy or patronize a preferred product or service (Njei, 2018; Sharma et al., 2020; Wang et al., 2023; Fatma & Kumar, 2024). Customer satisfaction is influenced by various factors, including the value of the service or product quality, customers' emotions, perception of equality, and fair treatment. High expectations for service or product quality are very effective for customer satisfaction, as they leave customers wanting more (Sharma et al., 2020). Other factors may lead to dissatisfaction, such as an angry customer who finds it difficult to appreciate the service, and a lack of equality and fair treatment can lead to dissatisfaction. Management must ensure that its staff treats all guests fairly and equally, as one guest may be left unsatisfied if they are treated differently than others (Njei, 2018; Mandlik, 2023; Fatma & Kumar, 2024).

Customer/guest loyalty is an important aspect of an organization's success and satisfaction directly influences it. Brand recognition, service quality, and consumer satisfaction are all important elements in determining loyalty (Sadiq et al., 2022; Mandlik, 2023). Customers identify brands made up of words, symbols, pictures, and colors because they meet high requirements. Service quality reflects clients' expectations and perceptions, leaving a lasting impact and encouraging repeat businesses. Customer satisfaction, which assesses the consistency of prior expectations and perceived service performance, is also a loyalty factor (Njei, 2018; Sharma et al., 2020; Mandlik, 2023; Fatma & Kumar, 2024).

Employees play a significant role in ensuring both customer satisfaction and loyalty, and management must recognize their importance. Gremler and Brown (1999) categorized

customer loyalty into emotional, behavioral, and intentional loyalty. Emotional loyalty refers to a customer's perception of an organization's products or services, behavior loyalty refers to repeating purchasing, and intentional loyalty is the possible buying intention (Gremler and Brown, 1999; Njei, 2018; Sharma et al., 2020). Understanding the relationship between customer satisfaction and loyalty is crucial for business success (Njei, 2018). Customer satisfaction is a key determinant of loyalty, and both concepts must be incorporated together to achieve market share and profitability goals, as noted by Dick and Basu (1994).

H4: Guests' satisfaction is positively associated with Guests' Loyalty

2.5. The customer-oriented boundary-spanning behaviors as mediator

Recent studies suggest that employees should feel happy and satisfied, like customers (Ofosu-Boateng & Acquaye, 2020; Fatma & Kumar, 2024). This satisfaction boosts engagement with work, fostering loyalty and appreciation for efforts (Toure, 2023). Positive customer experiences can strengthen employees' attitudes about work value and belonging, encouraging them to replicate their roles (Subramanian, 2018; Rizqiyah et al., 2024). Tourism and hotel administrations that show respect and support for employees can encourage love and dedication, leading to positive word-of-mouth about the organization (Sadiq et al., 2022; Wang et al., 2023).

Research shows that employees' job performance and creativity are positively impacted by superiors who support COBSBs, leading to increased success, customer satisfaction, and business volume (Chien et al., 2021; Sadiq et al., 2022). Adopting COBSBs also improves psychological well-being by reducing stress, promoting personal development, and enhancing job satisfaction (Jung & Yoon, 2020). A study emphasized the importance that supervisors and management must provide the necessary support to their employees (Tweneboa Kodua et al., 2022).

The literature of some previous studies highlights that job instability is associated with low levels of job satisfaction (Reisel et al., 2010; Landsbergis et al., 2012). In (2020) Tecău, Constantin, Lixăndroiu, Chitu, & Brătucu added that it impacts effective organizational practices, especially for employees with fixed-term contracts or intermediaries (Tecău et al., 2020). Both job satisfaction and stability could be discussed under adaptation-level theory, which suggests that individuals make decisions and reactions based on their experiences and the support they get (Walker, 2017). Stress during work, conflicts, fluctuations in management, blurred vision about required tasks, and not recognizing their contribution to success are the main efficacious factors contributing to their negative reactions (Shkoler & Tziner, 2020; Zang et al., 2020; Nemteanu et al., 2021; Jasin et al, 2023).

Job satisfaction is crucial for human resources and organizational development, impacting employee performance, interactions, and turnover intention (Wnuk, 2017; Nemteanu et al., 2021). It includes work satisfaction, supervisory support, and promotion opportunities (Lasisi et al., 2020). Innovation, trust, and creativity can improve employee satisfaction. Job stability is of the elements that lead to increase job satisfaction, commitment to the organization, and high service delivery standards (Fernández Puente & Sánchez-Sánchez, 2021; Nemteanu et al., 2021). Customer orientation is a key tool for tourism and hospitality firms to demonstrate strategic policies and support employees and customers. Engaging employees in their jobs leads to positive customer-oriented behaviors (Templer et al.,2020; Jasin et al, 2023; Wang et al., 2023).

Employee stability and customer loyalty are crucial aspects of organizational behavior research, as stability is linked to factors affecting employee performance. It is considered a reaction to the management style and management's ability to develop employees' skills to achieve common goals and raise their feelings of engagement with their job, which leads to distinctive performance and hence customers' satisfaction and loyalty (Ateeq et al., 2023; Quraishi & Sadath, 2024).

Employees who benefit from their jobs are more satisfied and deeply engaged (Ateeq et al., 2023) and more devoted to their employers than their counterparts (Tecău et al., 2020). Engaged employees experience positive work-related feelings, such as happiness and enthusiasm, and the desire to be more friendly and creative while performing tasks (Saxena & Singh, 2015; Roberts-Lombard et al., 2022). This affects customer satisfaction by experiencing positive inner feelings and emotional states, driving them to repeat business and being loyal to the employees and the organization (Quraishi & Sadath, 2024). Hence, the study proposes;

H5: *Customer-oriented boundary-spanning behaviors mediate the relationship between employment stability and guests' satisfaction*

H6: *Customer-oriented boundary-spanning behaviors mediate the relationship between employment stability and guests' loyalty.*

2.6. The deep acting as a moderator

Emotional labor in organizations involves aligning employees with the organization's expectations and aims. Two strategies are surface and deep acting, which involve 'faking' emotions and creating desired emotions. Both strategies are linked to customer satisfaction and enjoyment of service interactions (Yoo & Arnold, 2016). In tourism and hospitality organizations, perceived employer support is crucial for excellent performance. Activating COBSBs engages both parties in data collection, knowledge sharing, relational activities, coordination, negotiation, and mediating cooperation (Chien et al., 2021; Lin et al., 2021; Li et al., 2020; Toure, 2023).

Organizational support is a form of social support that assists employees in managing stressful experiences and increasing their perception of well-being. It can strengthen employee values, attitudes, and behaviors toward customers by demonstrating their value to their employer. Employees may attribute humanlike characteristics to an organization, viewing favorable treatment as indicative of their liking to an organization. This can reflect on customers, promoting a positive interpretation of service environment variables and deep acting. Support can help employees exert situational control, divert attention away from stressors, and decrease distress (Choi and Lawry, 2020). Perceived organizational support (POS) is a perception of the organization's rules, processes, and behaviors that enhances the sense of belonging. Positive supervisor behaviors can boost POS, as organizational fairness is the most powerful positive signal. POS can also cater to employees' socio-emotional requirements, like as approval, respect, and emotional support. detrimental behaviors, such as harsh supervision, can have a detrimental impact on the point of sale (Jasim et al., 2024). Customer-oriented boundary-spanning behaviors are based on the emotional labor of frontline employees (Quraishi & Sadath, 2024). This may reflect employees' desire to communicate with

customers and their understanding of the importance of positive customer interaction (Li et al., 2020; Toure, 2023). According to Lee & Madera (2021), the emotional labor strategy is based on deep and surface acting that uses interactions and emotional displays during service to meet customers' needs and perspectives according to the organization's standards.

The fierce competition within the tourism and hospitality business necessitates service excellence, which is considered the cornerstone of any business. In line with Fernández Puente & Sánchez-Sánchez, (2021), Toure (2023) emphasized the importance of prosocial service activity that significantly increases the quality of a customer's service interaction as; being proactive, helpful and hospitable, and courteous to customers, committed to satisfying customers and fulfilling their desires and concerns, being initiative in offering help, recommendations, and additional services for the benefit of the customer. COBSBs play an important role in improving service performance in high-contact environments (Lin et al., 2021).

Deep acting, by contrast, is the practice of actively adjusting internal feelings or affect to correspond with the outward expressions mandated by an employee's job responsibilities (Hochschild, 1983). Deep acting is a strategy in which employees modify their internal feelings to express desired emotions through reappraisal, positive refocusing, or physiological modification. This can lead to work stress, as employees may deal with unexpected customer requests through superficial or deep acting, which leads to work stress and requires organizational support by management, managers, and supervisors to motivate workers to adopt these positive behaviors. Deep acting is a volunteer strategy of service recovery that has been connected to the benefits of both the customer and the staff outcomes, such as enhanced proactivity in helping and advising, innovation, creativity, job satisfaction, stability at work, and customer satisfaction, and hence the loyalty of customers (Groth et al., 2009; Choi and Lawry, 2020). Hence, the study proposes;

H7:   *Deep acting moderates the influence of employee stability on customer-oriented boundary-spanning behaviors.*

Based on the literature review and hypotheses, we propose the research model in Figure 1.
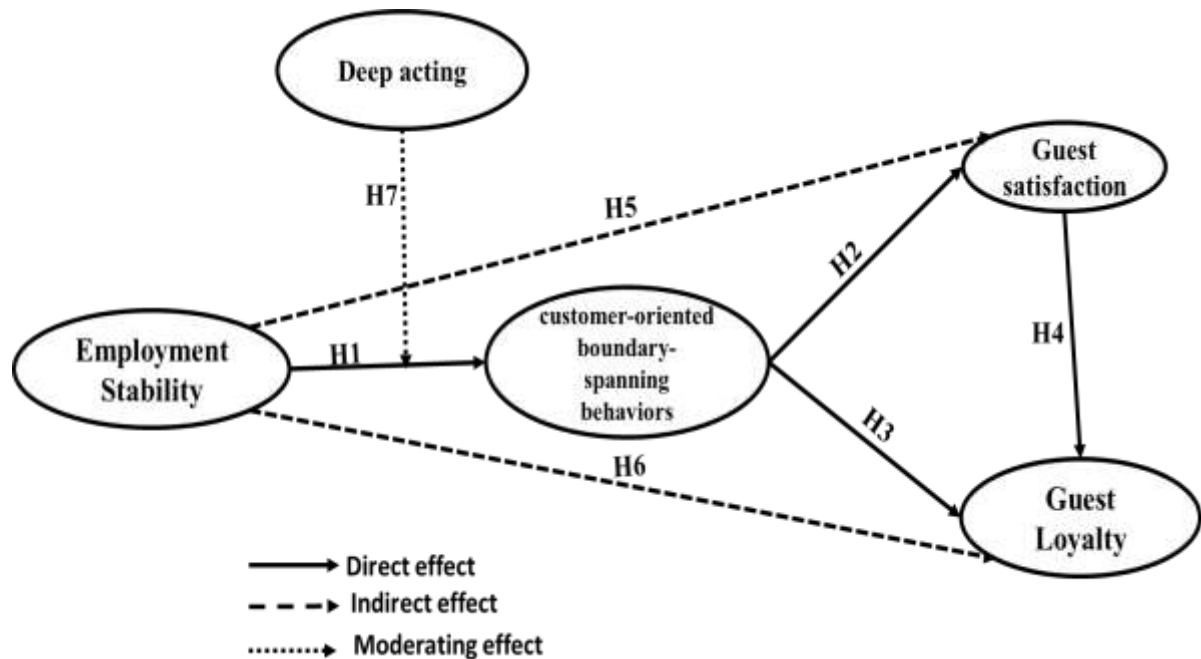

Fig. 1. The research model.

3. Materials and Methods

3.1. Measurement development

A questionnaire was developed to test the study's hypotheses, and the study's measures were extracted from a previous study. The "Employment Stability (ES)" was evaluated using 2-items derived from (Mahmood et al., 2019). The "Employee deep acting (EDA)" was operationalized using the 3-items scale suggested by (Groth et al., 2009). The "customer-oriented boundary-panning behaviors (COBSB)" was evaluated using the 6-items scale proposed by (Bettencourt et al., 2005). The "hotel guest satisfaction (HGS)" variable was operationalized using the 3-items scale suggested by (Li et al., 2020). Finally, three items from (Mathis et al., 2016) were used to measure "hotel guest Loyalty (HGL)". A Likert scale of 5 points was used where one refers to "strongly disagree" and five means "Strongly agree."

3.2. Participants and process of data collection

The questionnaires were directed to customers and frontline employees of Sharm El Sheikh five-star hotels and category (A) tourism companies in Cairo during June 2023. Sharm El Sheikh was chosen because it has the largest number of five-star hotels, and it is considered the capital of Egyptian tourism. Cairo was also selected because it has the largest number of Category A tourism companies in Egypt. The questionnaire consisted of two paired parts to collect data from employees and customers. The first part was directed to employees and included items measuring the variables Employment Stability (ES) and Employee deep acting (EDA), while the second part was directed to customers and included items measuring

customer-oriented boundary-panning behaviors (COBSB), hotel guest satisfaction (HGS), and hotel guest loyalty (HGL). Given the accessibility and resources associated with collecting primary data, a convenience sampling strategy was used to recruit study participants and gather data from the intended study population. To make data collecting easier, we created a study questionnaire using E-Forms. The QR code for the survey was subsequently distributed to hotel and tourism industry management and shared on social media sites to reach and gather responses from employees and visitors. A total of 315 were collected from employees and guests (for hotels, employees were 206 and guests were 234, and the rest data was gathered from tourism companies). The authors sought to have an equal number of customers and employees so that they could use SmartPLS to analyze the data. Participants were informed that their agreement to participate in the survey meant that they had signed an informed consent form and could either take part in the survey or skip it. All respondents were assured that the results of their participation in the survey would be kept private. As for the sample size, some researchers have explained that what is important is not the total number of the sample, but rather the ratio of the study questions to the number of questionnaires. They have determined a ratio of 1:10, meaning that each question in the study questionnaire corresponds to 10 survey responses (Nunnally & Bernstein, 1994). For example, our survey questionnaire contains 17 questions, thus, the appropriate number is 170. Additionally, according to Hair et al., (2016) , this sample size is sufficient to inspect the research model with Smart-PLS software v^3, exceeding the recommended minimum sample size (ten times the number of arrows directed towards a latent construct) with a confidence level of 95% and a margin of error of ±5%. Also, based on some studies (Gye-Soo, 2016; Henseler et al., 2009; Julien & Ramangalahy, 2003) , PLS-SEM is a reliable technique that doesn't need a big sample size or normally distributed data. Additionally, The independent sample test was conducted to ensure that there were differences between the study samples (samples collected from hotels and tourism companies), and it was found that there were no significant differences, so the samples were treated as one sample.

4. Results of Data Analysis

This study operated and employed "Structural Equation Modeling" (SEM) with the "Partial least squares" (PLS) approach to evaluate the justified hypotheses with SmartPLS version 3.0. program. The developed model was evaluated with a two-step sequential methodology endorsed by (Leguina, 2015).

4.1. Assessment of outer Measurement Model

The study looked at discriminant and convergent validity, internal consistency, and composite reliability to evaluate the outer model. Cronbach's alpha (α) and composite reliability (CR) are presented in Table 1; they range from 0.780 to 0.941and 0.858 to 0.953, respectively, which indicate proper reliability.

Table 1. Outer model evaluation statistics.

Variables	Loading	VIF	α	C_R	AVE
Employment Stability			0.780	0.901	0.819
ES_1	0.915	1.693			
ES_2	0.895	1.693			
customer-oriented boundary-spanning behaviors			0.941	0.953	0.772
COBSB_1	0.895	4.110			
COBSB_2	0.896	3.772			
COBSB_3	0.897	3.873			
COBSB_4	0.812	3.178			
COBSB_5	0.887	4.417			
COBSB_6	0.882	3.516			
Hotel guest satisfaction			0.782	0.858	0.668
HGS_1	0.787	2.820			
HGS_2	0.808	2.889			
HGS_3	0.856	1.242			
hotel guest Loyalty			0.915	0.946	0.855
HGL_1	0.925	3.200			
HGL_2	0.922	3.100			
HGL_3	0.927	3.272			
Deep acting			0.830	0.897	0.744
EDA_1	0.863	2.143			
EDA_2	0.866	1.658			
EDA_3	0.857	2.151			

  Second, all standardized factor loading (SFL) scores were greater than 0.60 (Henseler et al., 2009), indicating that the factors had satisfactory reliability. The average variance extracted (AVE) scores were greater than the threshold value of 0.50, evidence for a proper convergent validity (Henseler et al., 2009). Finally, two criteria were checked to test the discriminant validity: cross-loading, and Fornell-Larcker criterion (Leguina, 2015). Outer-factor loading for each latent observed variable (bolded) was greater than cross-loading in Table 2.

Table 2. Cross loading results.

	ES	COBSB	HGS	HGL	EDA
ES_1	**0.915**	0.513	0.396	0.360	0.659
ES_2	**0.895**	0.464	0.282	0.234	0.525
COBSB_1	0.598	**0.895**	0.581	0.638	0.559
COBSB_2	0.483	**0.896**	0.586	0.655	0.452
COBSB_3	0.541	**0.897**	0.543	0.641	0.554
COBSB_4	0.310	**0.812**	0.425	0.519	0.456
COBSB_5	0.415	**0.887**	0.480	0.575	0.480
COBSB_6	0.463	**0.882**	0.655	0.696	0.496
HGS_1	0.313	0.377	**0.787**	0.373	0.405
HGS_2	0.285	0.334	**0.808**	0.479	0.300
HGS_3	0.326	0.684	**0.856**	0.863	0.300
HGL_1	0.376	0.646	0.726	**0.925**	0.302
HGL_2	0.226	0.692	0.701	**0.922**	0.309
HGL_3	0.317	0.636	0.735	**0.927**	0.264
EDA_1	0.639	0.451	0.232	0.247	**0.863**
EDA_2	0.560	0.577	0.442	0.294	**0.866**
EDA_3	0.501	0.421	0.312	0.269	**0.857**

Table 3 demonstrates that the bolded scores of the square root of AVEs on the diagonal line exceed the correlation coefficient between the research variables, which supports discriminant validity (Henseler et al., 2009). Also, some studies examined the Heterotrait–Monotriat ratio of correlation (HTMT) test to confirm the discriminant validity. Table 4 also shows that the discriminant validity is appropriate because all HTMT values are <0.90 (Leguina, 2015). Accordingly, the results demonstrated that the structure model has sufficient discriminant validity. In this way, the results from the outer measurement model were adequate to move forward with the structural model evaluation.

Table 3. Discriminant validity criteria (Fornell-Larcker Criterion)

	EDA	ES	HGS	COBSB	HGL
Deep acting	0.862				
Employment Stability	0.658	0.905			
Hotel guest satisfaction	0.393	0.377	0.818		
Customer-oriented boundary-spanning behaviors	0.570	0.541	0.627	0.879	
Hotel guest Loyalty	0.316	0.331	0.780	0.712	0.924

Table 4. Discriminant validity criteria (HTMT)

	EDA	ES	HGS	COBSB	HGL
Deep acting					
Employment Stability	0.810				
Hotel guest satisfaction	0.482	0.467			
customer-oriented boundary-spanning behaviors	0.630	0.620	0.642		
hotel guest Loyalty	0.359	0.388	0.809	0.761	

4.2. Assessment of the Structural Model

After testing and guaranteeing that the employed scale has adequate convergent and discriminant validity, the inner structure mode (the structural model) was evaluated regarding the structure inner model's predictive and explanatory power (Hair et al., 2016). The VIF values for all the observed variables vary from 1.242 to 4.110 (Table 1). These numbers are lower than the recommended threshold of 5.0, which shows that there is no multicollinearity in the structural inner model. Chin (1998) suggested a minimum R^2 value of 0.10 for adequate GoF. As shown in Table 5, the R^2 values for the hotel guest satisfaction variable ($R^2 = 0.393$), for Customer-oriented boundary-spanning behaviors ($R^2 = 0.46$), and for hotel guest Loyalty ($R^2 = 0.690$) are adequate. Additionally, the Stone-Geisser Q^2 evaluation values for all dependents variables were higher than zero (Table 5), indicating a proper predictive power of the structural inner model (Hair et al., 2014).

Table 5. Model GoF.

Endogenous Latent Construct	(R2)	(Q2)
Hotel guest satisfaction	0.393	0.215
Customer-oriented boundary-spanning behaviors_	0.461	0.311
hotel guest Loyalty	0.690	0.545

Finally, the direct and moderating effects were examined using the bootstrapping option in the SmartPLS program to evaluate the study hypotheses. All direct, indirect, and moderating assumptions were assessed through the path coefficient (β), significance p-values, and the related t-value (Table 6). ES at β = 0.378 and t= 3.614 with p < .000, have a significant positive association with COBSB; thus, H1 is supported. Additionally, COBSB impacted HGS and HGL at β = 0.627 and t= 14.507 with p < .000 and at β = 0.367 and t= 14.507, and p < 0.000, respectively, supporting H2 and H3. Similarly, HGS positively affected HGL (β = 0.550 and t= 12.555, and p < 0.000). As for mediation effect, COBSB mediated the relationship between ES and HGS (β = 0.237, t = 3.370, and p < 0.001), and mediated the relationship between ES and HGL (β = 0.138, t = 3.406, and p < 0.001), confirming H5 and H6. Similarly, the moderating role of EDA in the relationship between ES and COBSB was significant HGL (β = 0.180, t = 3.382, and p < 0.001) (see Table 6 and Figure 3), indicating that H7 was confirmed, and EDA strengthens the positive relationship between ES and COBSB.

Table 6. The structural inner model's findings.

		Beta (β)	T-Value	P Values
H1	ES -> COBSB	0.378	3.614	0.000
H2	COBSB -> HGS	0.627	14.507	0.000
H3	COBSB-> HGL	0.367	6.699	0.000
H4	HGS -> HGL	0.550	12.555	0.000
H5	ES -> COBSB -> HGS	0.237	3.370	0.001
H6	ES -> COBSB -> HGL	0.138	3.406	0.001
H7	ES x EDA -> COBSB (Moderating Effect)	0.180	3.382	0.001
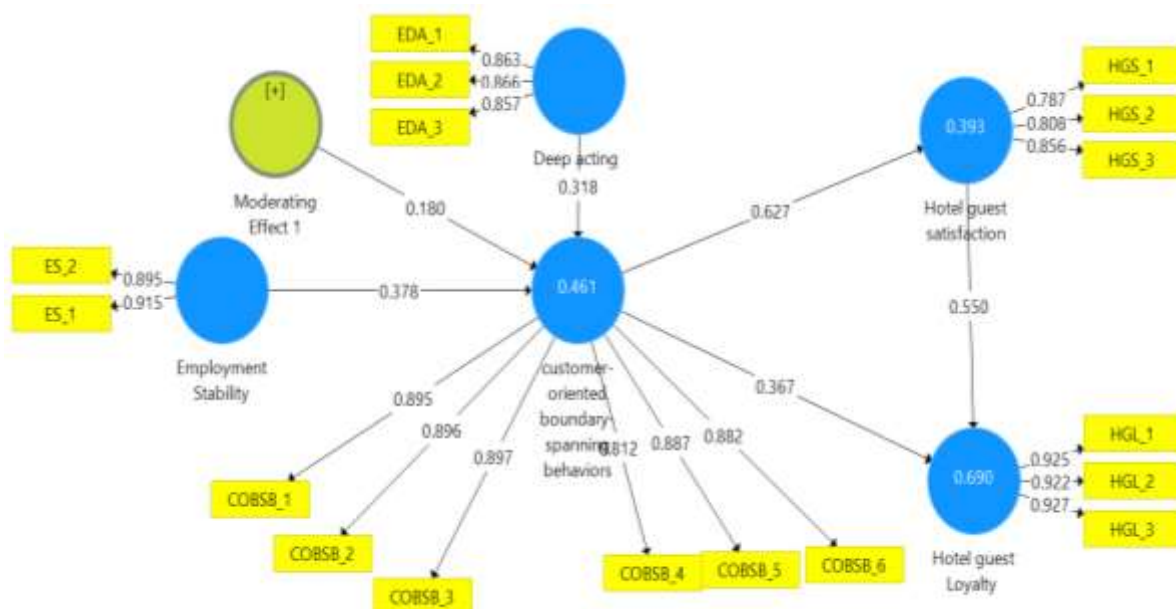
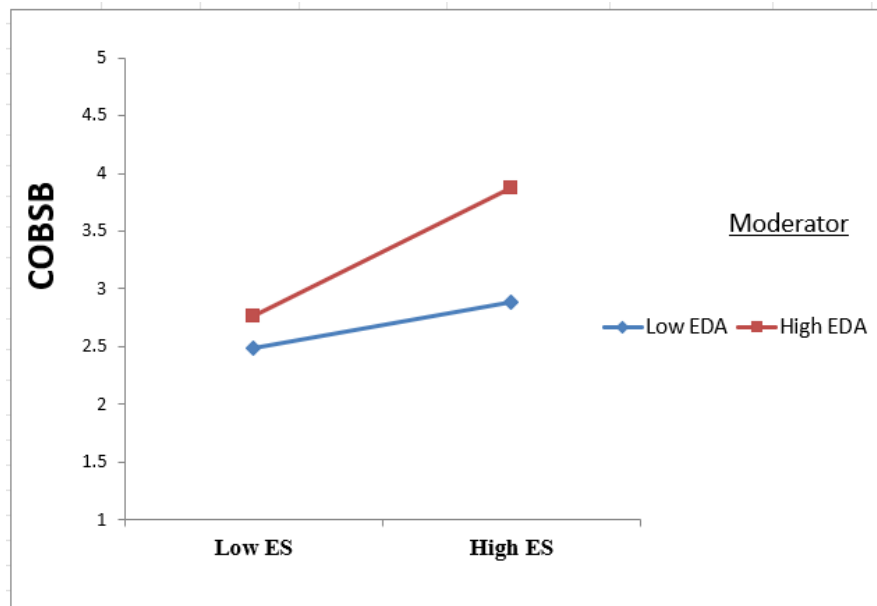**Figure 2. The inner and outer model results.**

Figure 3. Interaction plot for the EDA moderation influence on ES towards COBSB.

5. Discussion & Implications

5.1. Discussion

The major contribution of the study was dedicated to the literature of organizational behaviour in the field of tourism and hospitality studies that declared the effect of job stability on COBSBs, job satisfaction and customer loyalty. Our study combined research on the positive correlation and effect of job stability on COBSBs, job satisfaction, and customer loyalty. It reflects the mediating role of COBSBs on the mentioned variables. And then, deep acting was incorporated as the moderator to the influence of employment stability on customer-oriented boundary-spanning behaviors.

5.2. Theoretical implications

The findings corroborate with the first hypothesis of the study, that employment stability is positively associated with customer-oriented boundary-spanning behaviors as; it is consistent with earlier studies that have incorporated the effect of COBSBs on employee feelings of stability (Lu et al., 2017; Lin et al, 2021). The findings of the study were compatible Fredrickson's theory (broaden-and-build), claiming that pleasant emotions promote human resource development and COBSBS traverse corporate and organizational barriers, influencing organizations' market share and performance (Ghlichlee and Bayat, 2021).

The study's findings also supported the second hypothesis, indicating that staff attitudes and high skills contribute to higher service quality, good treatment, and a more friendly environment. Front service employees' prosocial activities, such as helping clients, going above duty, and being pleasant and kind, are more likely to result in higher customer satisfaction and loyalty. Hospitality organizations can foster a culture of employee motivation to build good bonds with guests, increasing satisfaction and loyalty. Key factors affecting individual employees' attitudes and managing customer relationships include leadership style, reactions

to organizational and job features, brands/organizational identity, job experience, role clarity, job resourcefulness, and directing learning objectives. Customer orientation is predicted based on durable employee traits such as personality characteristics, emotional intelligence, job mobilization, and learning goal orientation. Business requirements constrained COBSBS at two levels: internal and external. Functional behaviors help clients make purchasing decisions, while relational behaviors focus on developing human bonds. Researchers in hospitality and tourism have pointed out the need to analyze the tangible linkages between COBSBS and service quality functions.

There is an upward effect of COBSBs on employee's satisfaction and performance (Li, et al.,2020). It has been proven that employee satisfaction is affected by factors such as poor working conditions, low salaries, and changes in departments. It is also affected by other factors, including leadership style, organizational identity, role clarity, and resourcefulness (Ibrahim & Fayyad, 2021; Jasim et al., 2024). Building connections with customers is linked to a range of personality traits and learning goals. COBSBS, or customer-oriented behaviors, are categorized into functional and relational behaviors. Support from superiors enhances job performance, employee creativity and well-being, leading to increased success and customer satisfaction.

Regarding the third hypothesis, the study's results fitted up with some previous research's thoughts on the positive correlation between COBSBS and guests' loyalty; emphasizing the importance of credibility and trustworthiness in building loyalty. Hotels should commit to customers, exceed expectations, and provide high-quality service. Staff attitudes also play a role in customer satisfaction, as fostering a positive employee culture can increase the satisfaction and reflect on customers feelings of loyalty. This aligned with the opinions of earlier studies such as (Templer, et al., 2020; Hussien & Rashwan, 2022; Kim & Zhan, 2023). Our study adopts the concept of social exchange theory and its effect on motivating employees to act positively when they anticipate valuable outcomes and align with their roles within. Organizational leadership play can foster boundary-spanning behavior in frontline personnel, increasing job satisfaction and commitment. Understanding customer needs, providing solutions, facilitating communication, and managing change can help hotels and tourism organizations maintain their competitive position and improve their share of the market.

Concerning the fourth hypothesis, the findings of our study are congruent with the opinions of other researchers mentioned that tourism and hospitality organizations are increasingly focusing on employee engagement to improve performance, creativity, and productivity, ultimately affecting organizational success, guest satisfaction, loyalty, and competitiveness (Mandlik, 2023). Customer satisfaction is crucial for service businesses, and organizations must focus on service quality, product quality, and value for money. Loyalty is the act of continually purchasing or consuming goods or services from a supplier despite competition. Employees play a significant role in ensuring customer satisfaction and loyalty, and management must recognize their importance. Customer loyalty is influenced by factors such as service quality, customer emotions, and perception of equality and fair treatment (Njei, 2018). High expectations for service or product quality are effective, while low expectations can lead to dissatisfaction (Wang et al., 2023). Understanding the relationship between

customer satisfaction and loyalty is crucial for business success, as both concepts must be incorporated together to achieve market share and profitability goals (Njei, 2018; Fatma & Kumar, 2024).

Tourism and hospitality organizations are increasingly recognizing the importance of employee engagement and stability for business outcomes and listed benefits from increasing employees' stability such as high improving performance, creativity, and productivity (Toure, 2023). Job satisfaction is considered the cornerstone of building customer satisfaction hence loyalty, which is reflected in financial performance (Wang et al., 2023). Studies show that employees must feel happy and satisfied, similar to customers. Loyal, satisfied customers also affect employees' engagement with their work, as positive experiences strengthen employees' attitudes about the value and purpose of their work. Employee's stability, fulfillment, and satisfaction contribute to high performance and satisfied customers. Organizations that show respect and support for employees help them interact more and engage with their work (Toure, 2023; Wang et al., 2023; Rizqiyah et al., 2024).

Results proved the fifth hypothesis, that assumed COBSBs mediates the relationship between employment stability and guests' satisfaction. Those findings agreed with previous opinions regrade the positive correlation between the two factors (job stability and job satisfaction) and guests' satisfaction. Studies have shown that COBSBs mediates the relationship between organizational factors like employee stability and commitment, job performance of frontline employees and their connections with satisfaction of customers (Zang et al., 2020; Jasin et al, 2023). Innovation, trust, and creativity can improve satisfaction levels and hence improved employees' stability and commitment and high standards of service delivery. The study proved that COBSBs mediates the relationship between organizational factors and employee satisfaction, stability, and commitment. COBSBs prioritize customer interests and encourage employees to correspond with consumer needs and requirements, resulting in positive customer-oriented behaviors.

Regarding the sixth hypothesis, the results are compatible with other studies such as (Roberts-Lombard et al., 2022; Ateeq et al., 2023; Quraishi & Sadath, 2024) that stated that employment stability and customer loyalty are two vital outcomes that every organization in the hospitality and tourism tried to achieve and always covered by organizational behavior research. Employment stability is linked to management style satisfaction and employee skill development, which improves job satisfaction and engagement. Engaged employees experience positive work-related feelings, which affects customer satisfaction and loyalty. Employees who benefit from their job are more satisfied, engaged, and devoted to their employer than those with fixed-term contracts.

Job stability and customer loyalty are crucial in organizational behavior research. Job stability is linked to satisfaction with management style and employee skill development, which improves job satisfaction and engagement. Engaged employees experience positive feelings related to work, which reflect on their performance and attitude and impacts customer satisfaction and loyalty. Employees who benefit from their jobs are more satisfied, engaged, and dedicated to their employer. they are also more motivated to be proactive and go beyond

their responsibilities to achieve stronger bonds with their guests that leads to invest in their guests' feelings of satisfaction and loyalty.

Results proved the seventh hypothesis, which states: that deep acting moderates the influence of employment stability on customer-oriented boundary-spanning behaviors and is in the same line with much previous research (Choi and Lawry, 2020; Liu et al., 2020; Toure, 2023; Jasim et al., 2024). Emotional labor refers to performing the job with love and emotions to align with organizational expectations and to achieve the financial goals. some recent studies referred that there are two strategies used to regulate employees' emotions: deep and surface acting (Toure, 2023). Surface acting involves 'faking' emotions or doing the job as it should be. It is just mapping authentic expressions, but unfortunately may lead to unsatisfactory outcomes as customers feels it. While deep acting based on creating desired emotions and helping attitudes while interacting with customers and this reflects on the way to perform the job and lead to exceeding guests' expectations. Deep acting involves actively adjusting internal feelings to correspond with job responsibilities, leading to enhanced proactivity, innovation, creativity, job satisfaction, and customer loyalty.

Both strategies are linked to customer-focused outcomes, such as customer satisfaction and enjoyment of service interactions but the differ on the level of trust and credibility that could be established between the customer/ guest and the employees. On the other hand, one of the main fundamentals that help the employee to do his job with love is the trust and the organizational support he gained from his employer/organization that make him feel competent and empowered, having full information flow while delivering the service. Organizational support and exchanging of experience and knowledge are forms of social support that assists employees in managing stressful experiences and increasing their perception of well-being.

5.3. Practical implications

The study aimed to investigate the effect of employee stability on customer loyalty considering the mediating role of customer-oriented boundary-spanning behaviours between employees' stability, guest satisfaction, and guest loyalty and deep acting as moderator to the influence of employee stability on customer-oriented boundary-spanning behaviours. The study has many practical implications for tourism and hotel management as follows;

To guarantee success in the business world, hospitality and tourism organizations must activate their employees' role in driving the transformation and development and build a strong bond with its guests. To accomplish so; management must guarantee that their employees feel stable, satisfied, involved, and appreciated. They are more likely to be motivated, productive, and committed to provide outstanding customer service. They are also more likely to promote their organizations positively, resulting in exceptional customer experiences, hence, gain their loyalty.

Stable and engaged employees are more willing to go the extra mile, contribute to a customer-centric business culture, and take ownership of their tasks. They are passionate about satisfying customers and delivering on commitments, making them the key to better customer service. Key drivers of employee engagement include a strong relationship with their direct manager, belief in senior leadership, and pride for the company's contributions to society.

Employee satisfaction is a prerequisite for employee stability. It empowers employees to be more proactive and do jobs with passion. tourism and hospitality management should

implement a strong and cohesive culture; based on three main axes; strong organization culture, offering growth and development opportunities through training programs, and regular feedback to empower employees and boost job stability.

Supporting good connections and boundaries spanning behaviors between employees and customers has a highly positive impact on employees and their feeling of appreciation and the importance of the role they perform, motivating them for more achievements and it is greatly reflected in their happiness with the work and their job engagement. Therefore, management must recognize the distinguished employees' performance rates and their contribution to it's success, be proud of them, and share their stories within the organization as well as on its official websites as positive reactions give employees a sense of purpose and fulfillment in their job. Also, management should open communication channels with employees to foster a comfortable environment and to express their needs, concerns, and recommendations. this helps them to feel more engaged and happier.

Finally, the bond between customer and employee is undeniable. Engaged and stable employees are the backbone of excellent customer service, which, in turn, leads to satisfied and loyal customers. Supporting this positive relationship between the two can drive business success and establish a strong reputation in the market. Companies that prioritize employee and customer engagement will create a winning formula for sustained growth and prosperity. Feelings of employee stability and engaged is considered a reaction to their level of satisfaction about their employer and translated in actions towards their guests as; collaborate effectively, deliver exceptional service communicate openly, build strong customer boundaries and contribute their ideas and positive experiences to achieve common goals resulting in higher customer satisfaction and loyalty.

Limitations and suggestions for future research

This study investigates the relationship between job satisfaction, employee stability, and customer loyalty, confirming the importance of COBSBs in creating value for both employee's satisfaction and customers loyalty and the influence of deep acting raising the stability of employees and strengthen customer-oriented boundary-spanning behaviors. The study is considered an extension of a group of studies on developing employee's organizational behavior by using COBSBs in tourism and hospitality organizations. On the other hand, this study has some limitations. The experimental research was limited to five-star hotels in Sharm El-Sheikh and category (A) tourism companies in Cairo, which may make it difficult to generalize the results. Therefore, it is recommended that more research be conducted on different categories. Furthermore, this study used a cross-sectional design, which may limit the capacity to make causal conclusions. As a result, more longitudinal research is needed better to understand the shifting outcomes of long-term employment stability.

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إستقرار العاملين وولاء العملاء في منشئات السياحة والضيافة: الدور الوسيط للسلوكيات التي تتجاوز الحدود الموجهة نحو العملاء والدور المعدل للتمثيل العميقة للعاملين

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الملخص باللغة العربية:

تشهد المنظمات الخدمية تطوراً هائلاً في إدارة الموارد البشرية وشهدت تحولاً في الأفكار لتوسيع طرق تعزيز الروابط بين الموظفين والضيوف. وقد تم التطرق إلى العديد من القضايا الحساسة المتعلقة بهذا الأمر، كاستقرار الموظفين ورضا العملاء وولائهم. ويؤثر الاستقرار بشكل مباشر على جودة الخدمة، مما يجعلها تجربة مميزة وفريدة من نوعها. من المرجح أن يذهب الموظفون المتحمسون والراضون إلى أبعد من وظائفهم لإرضاء ضيوفهم الذين ستكون نفقات خدمتهم أقل، وأقل حساسية لاستراتيجية التسعير، ومن المرجح أن يعودوا، وعادة ما يكونون أكثر ربحية. تسلط الدراسة الضوء على دور القوى العاملة المستقرة في دفع التحول إلى سلوكيات قوية موجهة نحو العملاء وممتدة للحدود من خلال استخدام الموظفين للتصرف العميق. تم استطلاع استبيان شمل ٣٠٨ موظفين في شركة فنادق وسياحة خمس نجوم بمدينة شرم الشيخ بمصر خلال شهر يونيو ٢٠٢٣. وتم تحليل البيانات باستخدام تقنية نمذجة المعادلات الهيكلية الذكية PLS التي أثبتت التأثير الإيجابي والكبير للغاية لاستقرار الموظفين على رضا الضيوف وولائهم من خلال التأثير الوسيط للسلوكيات الممتدة للحدود الموجهة نحو العملاء، والتأثير المعتدل للعمل العميق الذي يؤثر على استقرار التوظيف. وتقدم الدراسة بعض الآثار العملية للفنادق والمنظمات السياحية، مثل تنفيذ استراتيجية متكاملة تعتمد على ثقافة تنظيمية قوية، وتوفير فرص النمو من خلال برامج التدريب، وتقديم ردود فعل منتظمة. وهذا يعزز السلوك الإيجابي والتواصل المفتوح والتقدير، ويدعم الاتصالات الجيدة بين الموظفين والعملاء، ويؤدي في النهاية إلى زيادة رضا العملاء وولائهم.

الكلمات الدالة: السلوكيات الممتدة للحدود الموجهة نحو العملاء، ولاء العملاء، الاستقرار الوظيفي؛ الخدمة الاجتماعية الإيجابية، استراتيجيات العمل العاطفي، التمثيل العميق، التمثيل السطحي.