

A Multi-Source Diary Study on The Job Resourcefulness, Job Satisfaction, and Task Performance: Will Perceive Organizational Support Moderate

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ABSTRACT

Purpose:

This multilevel diary study examined the association between day-level job resourcefulness and day-level task performance of employees of tour and travel. Based on the job demands and resources (JD-R) model, we tested the mediating effect of day-level job satisfaction between job resourcefulness and task performance with the moderating effect of perceived organizational support.

Methodology:

We collected data for five consecutive days with the help of structured questionnaires. Employees (n = 180) rated their general perceived organizational support, daily job resourcefulness, and daily job satisfaction, whereas their immediate supervisors (n = 18) rated their daily task performance. It was a two-level study with days nested in individuals (no. of observations=900).

Findings:

Multilevel structural equation modeling (MSEM) results show a positive association between job resourcefulness and supervisor-rated task performance with the partial mediation of job satisfaction at the day level, while the cross-level interaction effect of the perceived organizational support was non-significant. Our hypothesized framework was never tested, which is a unique contribution to job resourcefulness literature and, in this way, for tourism-related entrepreneurs.

Conclusion:

SMEs are highly dependent on their employees for competitiveness and performance but at the same time face resource-constrained problems. We argue that the employees' job resourcefulness might help achieve work-related goals such as task performance through enhanced job satisfaction daily, where organizational support does not provide the necessary job resources.

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1. Introduction

Tourism-related SMEs such as tour and travel enterprises are the backbone of tourism; they play a vital role in supporting a country's economy due to huge income generation by maintaining tourist satisfaction (Hamid, Isa, & Kiumarsi, 2021). Increased globalization, intense competition at the domestic and international level, and operational problems are serious concerns regarding small and medium enterprises (SMEs) worldwide (Kalogiannidis, 2021). Nevertheless, Pakistan's tourism sector and related SMEs (T-SMEs) face performance issues due to a lack of human resource practices, an uncertain environment, and a low-skilled workforce (Khalique, Hina, Ramayah, & Shaari, 2020; Ullah et al., 2021). In addition, the global recession and restricted operations amid smart lockdown due to the sudden outbreak of COVID-19 have posed a severe threat to the survival of tourism (Škare, Soriano, & Porada-Rochoń, 2021) and, in this way, the business continuity of T-SMEs. Literature provides several performance indicators such as entrepreneur's orientation and education, number of partners, financial resources, knowledge management, and adaptability that may vary across contexts (Bhutta, Rana, & Asad, 2008; Kafetzopoulos, 2020). However, adaptability is a key strength of SMEs that makes them react faster to the changing environment than the larger firms (Kafetzopoulos, 2020).

The performance of an enterprise is largely dependent on its employees because employees have a direct and greater impact on SMEs outcomes (Kafetzopoulos, 2020). Therefore, it is noteworthy to consider the performance of employees to have a clear understanding of SMEs' performance. Neglecting human resources has generated a gap in the SME literature which demands timely attention to reshape entrepreneurial practices (Kafetzopoulos, 2020). Employee's job performance comprises task and contextual performance (Borman & Motowidlo, 1993). Task performance is the quality and quantity of work per the formal job description (He, Zhang, & Morrison, 2019; Shin, Hur, & Kang, 2016). Tour and travel operators are highly dependent on their employees for tourist satisfaction, who play a vital role in tourism development (Hamid et al., 2021). So far, research about the crippling effects of COVID-19 on tourism-related SMEs is at the nascent stage, with statistics about financial losses and threats to business closure (Alonso et al., 2020). The human resource employed by T-SMEs plays their part in this critical situation and needs empirical evidence to take timely measures.

Job resourcefulness is a situational trait of the individuals to tackle obstacles, and several cross-sectional studies have linked job resourcefulness with positive outcomes, such as organizational commitment and performance (Licata, Mowen, Harris, & Brown, 2003; Semedo, Coelho, & Ribeiro, 2016). Job resourceful employees provide the best services due to their creativity, especially in the service industry (Harris, Ladik, Artis, & Fleming, 2013). Despite a situational trait, job resourcefulness helps frontline employees face resource constraints due to providing sufficient resources to meet job demands (C.-Y. Chen, 2019). This discussion indicates that job resourcefulness may impact task performance differently due to changing job demands daily, which is unclear through existing literature on job resourcefulness. Moreover, the short-term consequences of resourcefulness could be due to persistently working in a resource-constrained environment leading to burnout (T. A. Williams, Zhao, Sonenshein, Ucbasaran, & George, 2021), affecting the performance of employees on a day-level. Several cross-sectional studies advocate that job resourcefulness significantly influences employees' self- and supervisor-rated performance (Joelle & Coelho, 2019; Licata et al., 2003). It means resourceful employees are well-equipped with the resources required to perform

tasks (Haynie, Flynn, & Herda, 2020) and are ready to face challenges and obstacles, such as changing work conditions, low resource environment, extra workload, or threat of job loss amid the covid-19 outbreak. Job resources and task performance are well-established to interact through an underlying mechanism (Wingerden, Derks, & Bakker, 2018). However, existing studies on the consequences of job resourcefulness are cross-sectional, and the linkage of job resourcefulness with task performance on a within-person level needs clarity to understand this proximal relationship. Therefore, to the author's best knowledge, the current study is the first attempt to empirically test the day-level relationship between job resourcefulness and task performance.

We argue that daily job demands fluctuate due to changing workplace conditions, and therefore, day-to-day job resourcefulness may play a critical role in affecting employees' daily task performance to balance daily job demands and resources. Consequently, our study intends to fill this gap by clarifying job resourcefulness's short-term consequences on task performance to understand this dynamic relationship through within-person design.

According to a recent SMEDA (2020) report regarding the impact of COVID-19 on SMEs, 95% have reduced operations, and 48% laid down employees, whereas smaller enterprises (having up to 30 employees) are likely affected more than the larger firms. This situation highlights the importance of job satisfaction among employees of tour and travel due to the psychological impact of the risk of business closure and financial crisis (Hewagama, Boxall, Cheung, & Hutchison, 2019; Shengxian Yu, Chang-e Liu, & HY Ren, 2019b). Several cross-sectional studies have discussed the mediating role of job satisfaction for intention to stay Li, Zhang, Yan, Wen, & Zhang (2020a) and contextual performance Rubaca & Khan (2020) in various work settings. Our study is among few to investigate the mediating role of day-level job satisfaction between day-level resourcefulness and day-level task performance of T-SME employees. In this way, we have contributed to the literature on job satisfaction by providing an underlying mechanism from the lens of the JD-R model through which daily job resourcefulness impacts daily task performance.

Several studies advocate that perceived organizational support helps employees affirm their abilities to face job strain and exhaustion. It weakens the negative relationship and strengthens the positive association by providing additional job resources to meet the job demands (Ott, Haun, & Binnewies, 2019; Wen, Huang, & Hou, 2019). Perceived organizational support favors employees' socio-emotional needs and fundamental human needs in the workplace (Côté, Lauzier, & Stinglhamber, 2021). However, will perceived organizational support strengthens the positive association between job resourcefulness and job satisfaction at the day level was unknown; In this way, our study contributed by clarifying the boundary conditions of job resourcefulness on job satisfaction.

Lastly, the job demands-resources (JD-R) model has received much attention due to its relation to work-related outcomes with interesting assumptions based on the interplay between job demands and resources (Tadić, Bakker, & Oerlemans, 2015). Job demands comprise challenges and hindrances, where hindrances cause negative outcomes such as absenteeism and turnover, and challenges lead to positive attitudes in the form of job satisfaction and performance (Butuceanu, Zanzfirescu, & Iliescu, 2020; Schaufeli & Taris, 2014). Therefore, it is conceivable that varying levels of job resources may serve differently hindering and challenging demands (Mauno, Kinnunen, & Ruokolainen, 2007). We argue that the employees gain vital resources to meet daily job demands, such

as task performance from resourcefulness even in a resource-constrained environment, which also results in enhanced job satisfaction daily. Similarly, perceived organizational support provides additional resources to strengthen the association between job resourcefulness and job satisfaction. Our hypothesized research framework based on the JD-R model is never tested, which is another important contribution of our study. One more contribution of our research is the supervisor rating of the task performance which offers a more objective assessment of the short-term consequences of job resourcefulness.

Our findings have several theoretical implications based on the JD-R model. First, our study is among the few that have utilized the JD-R framework on day-level variables. Secondly, to the author's best knowledge, this is the first attempt to consider the TSMEs in the context of crisis related to COVID-19 from the perspective of the JD-R model. Our findings are also consistent with previous cross-sectional studies about the positive effects of job resourcefulness on employees' self-, and supervisor-rated performance. However, we additionally tested the association at the day level. In a similar vein, our study also explained the underlying motivational mechanism through which job resourcefulness impacts task performance which was a missing link. We also contributed by clarifying job satisfaction's mediating role because few studies have explored its mediating role on the within-person level. The current study among few is the one that explains how and why personal resources meet daily fluctuations in job demands from the perspective of the JD-R model. Our study highlights the importance of job resourcefulness as an employee's ability to tackle work-related difficulties. At the same time, huge job loss and a high unemployment rate in the tourism and hospitality industry due to COVID-19 raised the threat of job loss among retained employees (Kaushal & Srivastava, 2021; Pandey, Mahadevan, & Joshi, 2021). Therefore, an assessment of their daily job satisfaction to determine their daily task performance was needed to devise the new determinants of job satisfaction. The findings endorse the importance of daily job resourcefulness for daily job satisfaction. However, job resourcefulness is an ability that can be enhanced through training, is an under-researched construct, and future research needs to explore its determinants.

2. Literature Review

2.1. Job Resourcefulness and Task Performance

Job resourcefulness is a permanent tendency of individuals to overcome work-related problems and avoid resource depletion (Licata et al., 2003). Researchers have discussed its contingent role in positive work attitudes and attributed it as a personal resource that weakens the influence of work stressors Joelle & Coelho (2019); Teng & Chen (2019), which means job resourcefulness is an ability to perform tasks, achieve work-related goals, face stress, and readiness to accept work-related challenges. Job resourcefulness enables employees to achieve desired organizational objectives (C.-Y. Chen, 2019). Previous research indicates that organizational culture and environment impact an individual's job performance through job resourcefulness (Rego & Souto, 2007). This notion supports that job resourcefulness is an important determinant of employees' task performance, but how this phenomenon results in short-term consequences was a missing link.

According to the job demands and resources model, employees need job resources as an underlying motivation mechanism to meet job demands (Bakker & Demerouti, 2017).

Task performance requires employees to keep resources at a certain level to stay motivated for in-role performance (Haynie et al., 2020). Job resourceful employees face work-related challenges and overcome difficulties even in resource-constrained conditions (Rubaca & Khan, 2020). This discussion highlights the strategic importance of job resourcefulness as an employee's resource that can be useful for organizational gains. In short, job resourceful employees put an extra effort into overcoming obstacles and therefore perform well (Joelle & Coelho, 2019). Several cross-sectional studies advocate that job resourcefulness significantly influences employees' self- and supervisor-rated performance (Joelle & Coelho, 2019; Licata et al., 2003). It means resourceful employees are well-equipped with the required resources to perform tasks Haynie et al., (2020) and are ready to face challenges and obstacles, such as changing work conditions, low resource environment, extra workload, etc. Job resources and task performance are well-established to interact through an underlying mechanism (Wingerden et al., 2018). However, existing studies on the consequences of job resourcefulness are cross-sectional, and the linkage of job resourcefulness with task performance on a day level needs clarity to understand this proximal relationship better. Moreover, we argue that daily job demands may fluctuate due to changing workplace conditions. Therefore, the day-to-day job resourcefulness may play a critical role in affecting employees' daily task performance to keep a balance between daily job demands and resources and hypothesize:

H₁: On the within-person level, job resourcefulness is positively related to task performance.

2.2. Job Satisfaction as A Mediator

Job satisfaction indicates an employee's overall satisfaction with the workplace and work environment, supervisor support, colleagues, workload, etc. (Shengxian Yu, Chang-e Liu, & HXYJ Ren, 2019a). Lack of job satisfaction leads to turnover intention, a pressing issue in worldwide organizations and linked with stress, depersonalization, burnout, and reduced personal accomplishments (Yu et al., 2019a). Firms need to be strategically fit to respond to any environmental change to stay competitive. In this regard, the job satisfaction of the human resource plays a vital role in firms' performance (Sathyanarayan & Lavanya, 2018). Similarly, employees' performance largely depends on their job satisfaction which is a key driver to achieving corporate objectives (Sathyanarayan & Lavanya, 2018). Numerous cross-sectional studies have established the mediating role of job satisfaction on employee performance (Li et al., 2020a; Sung & Hu, 2021). However, how job resourcefulness impacts employees' task performance through job satisfaction on a within-person level is still unknown.

Task performance requires employees' efforts to achieve desired targets aligned with the organization, and job satisfaction enables employees to perform their tasks (Sathyanarayan & Lavanya, 2018). Changing work conditions and varying job demands affect employees' daily job satisfaction Simbula (2010), affecting their daily task performance. Limited cross-sectional studies have established the linkage between job resourcefulness and job satisfaction from the JD-R model's perspective and called to explore further this phenomenon at the day level (Rubaca & Khan, 2020). This discussion creates a good stage to study job satisfaction as a mediator between daily job resourcefulness and task performance using the daily diary design. Therefore, we hypothesize that:

H_{2a}: On the within-person level, job resourcefulness is positively associated with job satisfaction

H_{2b}: Job satisfaction mediates the relationship between job resourcefulness and task performance on the within-person level.

2.3. Perceived Organizational Support as A Moderator

Perceived organizational support is the perception of the organization's care and wellbeing that keeps employees motivated through providing additional resources (Li, Zhang, Yan, Wen, & Zhang, 2020b; Rhoades & Eisenberger, 2002). Perceived organizational support has been largely studied in the literature, which states that employees reciprocate by adding value to the organization through positive attitudes, behaviors, and job satisfaction (Wen et al., 2019). Numerous cross-sectional studies have highlighted the importance of the positive impact of organizational support as a moderator Qiu et al., (2020) and provided evidence of its positive linkage with employee performance and organizational commitment (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Kurtessis et al., 2017). It is also evident through literature that perceived organizational support reduces fatigue and stress among employees (Ku & Smith, 2010). The role of perceived organizational support as a moderator is well-established through many cross-sectional studies, such as its buffering role for job stress on burnout by maintaining employees' self-esteem by providing information and material resources (Xu & Yang, 2018). Wen et al. (2019) advocated that organizational support enhances employees' resources to accomplish job-related tasks that improve job satisfaction. Hobfoll, Halbesleben, Neveu, and Westman (2018) suggested that organizational support works as a job resource to foster employees' resources that lead to positive organizational outcomes to minimize the environmental effects that may otherwise cause stress. Numerous cross-sectional studies have discussed perceived organizational support as a moderator that intensifies positive associations Galletta, Portoghese, Penna, Battistelli, & Saiani (2011); Ott et al., (2019), but a few studies have also highlighted its moderating role in strengthening the negative association between job insecurity and emotional exhaustion (H. Chen & Eyoun, 2021). Therefore, the contradictory findings regarding moderating role of perceived organizational support demand clarity to further explore its moderating role on the job resourcefulness and job satisfaction linkage at the within-person level to have empirical evidence, and we hypothesize that:

H₃: Perceived organizational support strengthens the positive association between job resourcefulness and job satisfaction on the within-person level.

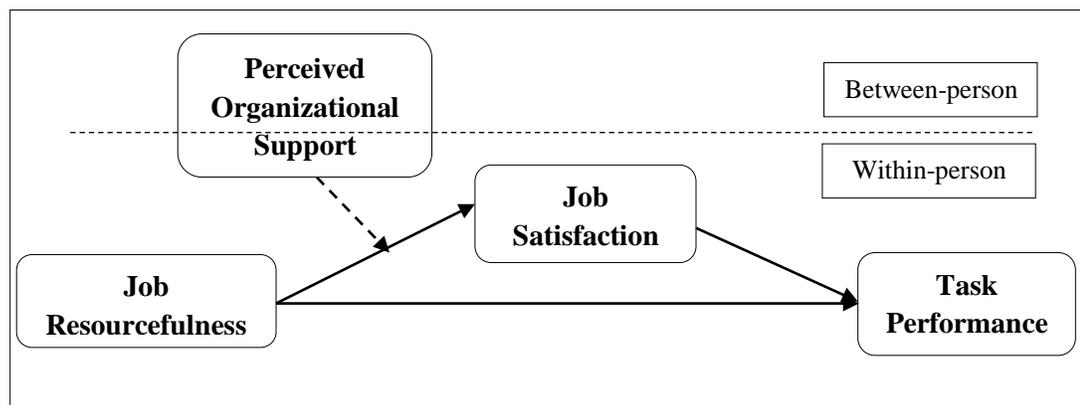


Figure.1. Theoretical Framework
Source: Author's own elaboration

3. Research Methodology

3.1. Participants and Procedure

An SME is an individual-owned or partnership enterprise with less than 250 employees and 40 million productive assets (Khalique et al., 2020). T-SMEs such as tour operators and travel agencies work according to 'The Tour Operators Initiative' (TOI) developed by United Nations Environmental Program (UNEP); the United Nations Educational, Scientific and Cultural Organization (UNESCO); and the UNWTO in 2000' (Ullah et al., 2021).

We conveniently collected data from employees ($n=180$) of tour and travel enterprises located in Islamabad and Rawalpindi cities of Pakistan, which arrange domestic and international tours. Their services include hotel bookings, ticketing, transportation, rental services (bikes, bicycles, cars, buses), tour guides, on-the-spot photography, etc. We contacted twenty-five tour and travel entrepreneurs on a referral basis, where eighteen entrepreneurs allowed us to collect data from their respective enterprises. We explained the purpose of the study to the entrepreneurs and assured to retain the confidentiality of the information. First, we sent questionnaires ($n=216$, 12 questionnaires per enterprise) with cover letters to the entrepreneurs to distribute among employees. We collected data on demographics and general perceived organizational support with a response rate of 92% ($n=198$, 11 filled questionnaires per enterprise were returned). After one week, we redistributed the questionnaires to collect data for five consecutive days from the same respondents ($n=198$) who rated their job resourcefulness and job satisfaction at the end of each working day. In this way, we maintained temporal separation to help reduce common method variance (Podsakoff, MacKenzie, Jeong-Yeon, & Podsakoff, 2003). All the respondents were instructed to submit their responses for each day to their immediate supervisors, who rated their daily task performance (in the ratio of 10 employees per supervisor). Each respondent was assigned an anonymous code to maintain confidentiality and match responses. Filled questionnaires were taken as their consent for voluntary participation in the study as we did not offer any incentive in return. In this way, after five days, we received data from 180 respondents ($n=900$), which generated an overall response rate of 90%. All respondents were male, with a mean age of 3.12 ($SD=.81$).

Due to the nested structure of data (days nested in individuals), we conducted multilevel analyses in Mplus 7.02 (Muthén & Muthén, 2010). To overcome the reported limitations of multilevel modeling, we used multilevel structural equation modeling (MSEM) to test our hypotheses (Preacher, Zyphur, & Zhang, 2010). A major strength of MSEM is it allows separate analyses of between- and within levels to avoid contamination of results. We used MPLUS software to test our multilevel, structural equation models (Muthén & Muthén, 2010). Repeated data structure made it a two-level study with days ($n=900$) nested in individuals ($n=180$). The intraclass correlations (ICCs) showed a reasonable amount of variation in variables at the within-level that warranted the use of MSEM (Please see Table.1 for descriptive statistics).

3.2. Measures

We used adapted versions of well-established measures, specifically the time frames to refer to the day to measure the day-level variables Ohly, Sonnentag, Niessen, & Zapf (2010) with a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). All measures were administered in English being the official language of

Pakistan with no reported barriers through previous studies (Naseer, Raja, & Donia, 2016; Sarwar, Naseer, & Zhong, 2020). Moreover, all selected enterprises deal with local and foreign tourists; therefore, their employees are proficient in English.

Day-level job resourcefulness was measured with four items adapted from Licata et al. (2003). A sample item includes, "Today, I was a very resourceful person in finding ways to do my job".

Day-level job satisfaction was adapted from Michigan Organizational Assessment Questionnaire: Job Satisfaction Subscale (MOAQ) with three items including one reverse item (Cammann, Fichman, Jenkins, & Klesh, 1979). A sample item includes, "Today, all in all, I was satisfied with my job".

Day-level task performance 4-item scale was adapted from L. J. Williams and Anderson (1991). A sample item includes, "Today, employee (anonymous code) adequately completed assigned duties".

Perceived organizational support was measured using a 4-item scale adapted from Rhoades. A sample item includes, "My organization cares about my wellbeing".

4. Result and Discussion

4.1. Descriptive Statistics

Table.1 shows the means, level-specific standard deviations, ICCs (Intraclass correlations), mean Cronbach's alpha (α), level-specific composite reliability (CR), and level-specific correlations among study variables (Geldhof, Preacher, & Zyphur, 2014).

Table.1.Descriptive Statistics

Variables	M	SD _b	SD _w	α	CR	ICC	1	2	3
1 Job Resourcefulness (JR)	3.09	.81	.48	.92	.75	.26		.35**	.53**
2 Job Satisfaction (JS)	3.09	.70	.44	.90	.77	.28	.55**	-	.56**
3 Task Performance (TP)	3.11	.81	.47	.92	.74	.25	.64**	.49**	-
4 Perceived Organizational Support (POS)	3.27	.95	-	.92	.92	-	.47**	.34**	.37**

Note: Means (M), standard deviations at the between-person (SD_b) and within-person level (SD_w), ICC = intraclass correlation. Level-specific composite reliability (CR) according to the variables, for example, POS at the between-person level and the rest of the variables at the within-person-level, Correlations below the diagonal represent between-person correlations, and correlations above the diagonal represent within-person correlations. * p < .05. ** p < .01.

Source: Author's own elaboration

4.2. Measurement Model

We did multilevel confirmatory factor analysis (MCFA) to examine the construct validity of three daily instruments (job resourcefulness, job satisfaction, and task performance containing 4, 3, and 4 items, respectively) and one general instrument (perceived organizational support containing 4 items). Results of MCFA reveal factor loading of one item of job resourcefulness and one item of task performance was less than 0.5. Therefore, we dropped above mentioned two items, retained items best fitted the

data $\chi^2(83) = 147.386$, $p < 0.01$, comparative fit index (CFI) = 0.98, Tucker–Lewis index (TLI) = 0.98, Root Mean Square Error Of Approximation (RMSEA) = 0.02, Standardized Root Mean Square Residual (SRMR) within = 0.025, between = 0.048.

4.3. Structural Model

After satisfactory measurement model results, we tested our structural model for hypotheses 1, 2a, 2b, and 3. Following the recommendations by Preacher et al. (2010) on multilevel mediation analysis (1-1-1), we estimated all paths at within- and between-person levels, simultaneously through a single model. In this way, we separated the within- and between-person mediation analysis to ensure the separate estimations of paths at both levels to avoid contamination of results (Please see Table.2 for unstandardized path coefficients and standard errors). Results indicate the fit indices as follows: $\chi^2(48) = 82.53$, $p < 0.01$, CFI = 0.99, TLI = 0.98, RMSEA = 0.02, SRMR (within = 0.025, between = 0.021).

Table.2. Unstandardized Path Coefficients and Standard Error

Hypothesized path	Estimate	Est. / S.E.	Two-Tailed P-Value	Decision	
Within level					
Direct Effects					
Job resourcefulness → Task performance (H1)	0.068	0.068	5.530	0.000	Accepted
Job resourcefulness → Job satisfaction (H2a)	0.322	0.061	5.264	0.000	Accepted
Indirect effect (through job satisfaction) (H2b)	0.149	0.035	4.303	0.000	Accepted
Between level					
Job resourcefulness → Task performance	0.536	0.086	6.213	0.000	
Job resourcefulness → Job satisfaction	0.479	0.065	7.391	0.000	
Indirect effect	0.112	0.050	2.238	0.025	
Cross-level 2x (1-1) on within part					
Interaction effect (H3)	0.056	0.040	1.389	0.165	Rejected

Source: Author's own elaboration

Moreover, hypothesis 1 was supported as job resourcefulness significantly impacts task performance at within-level ($\gamma = 0.37$, $SE = 0.06$, $p < .01$). Similarly, job resourcefulness was positively associated with the job satisfaction at the within-person level ($\gamma = 0.32$, $SE = 0.06$, $p < .01$) that confirmed hypothesis 2a. Indirect effect of job resourcefulness on task performance through job satisfaction show significant results at within-person level (indirect effect = 0.14, $SE = 0.03$, $p < .01$, 95% CI [0.09, 0.20]) which confirmed hypothesis 2b.

A separate model was used to test the cross-level interaction effect of perceived organizational support (POS). We were interested in finding the interaction of namely level-2 moderator, perceived organizational support (POS) with level-1 predictor, job resourcefulness (JR) on a level-1 mediator, job satisfaction (JS). In this way, we found the interaction effect on the within-part using the cross-level design, namely 2x(1-1)

(Preacher, Zhang, & Zyphur, 2016). The perceived organizational support was grand mean centered at the between-level, and job resourcefulness was grand mean centered at the within-level. The results show a non-significant moderating effect of perceived organizational support ($\gamma = 0.05$, $SE = 0.04$, n.s., 95% CI [-0.01, 0.12]), thus rejecting hypothesis 3.

4.4. Discussion

Pakistan is an under-developed country where SMEs work in a resource-constrained environment. SMEs are dependent on their employees for competitiveness and performance, and employee resourcefulness can help achieve organizational goals. Using a daily diary design and based on the JD-R model, our study stands out as the first attempt to examine the relationship between job resourcefulness and task performance at the within-person level. The findings confirmed the proposed framework except for the moderation of perceived organizational support, which is a unique contribution to the literature on task performance. The study framework from the perspective of the JD-R model and accepted hypotheses reveal that the employees get the required resources to meet job demands, such as task performance, from personal resources such as job resourcefulness. Further, job resourcefulness increases job satisfaction, leading to an enhanced task performance at the within-person level.

Our findings suggest that day-level job resourcefulness provides sufficient resources to meet day-level job demands that enhance day-level job satisfaction and positively impact day-level task performance. These findings are in line with previous studies employing the JD-R model, which suggests that “the requirements that individuals set for their performance and behavior that force them to invest effort in their work and are therefore associated with physical and psychological costs” (Barbier, Hansez, Chmiel, & Demerouti, 2013). Our findings also suggest that perceived organizational support does not strengthen the relationship between job resourcefulness and job satisfaction at the within-person level, which is also a unique contribution of this study that supports the notion that if employees lack personal resources to meet daily job demands, organizational resources cannot provide aid to meet job demands, which is contrary to previous studies on the moderating role of perceived organizational support. One plausible explanation of the non-significant moderating role of POS might be the financial instability and threat of business closure of TSMEs amid COVID-19. The occasional smart-lockdowns, closure of borders, and restricted flight operations, along with the financial crisis related to COVID-19, might have affected the perceptions of employees regarding their wellbeing by the organization, which nullified the moderating role of POS. Existing cross-sectional studies on perceived organizational support as a moderating variable have well-established its role as an organizational resource. Still, our study is among a few to investigate its moderating role on day-level variables in the context of an uncertain situation. This discussion also highlights the strategic importance of job resourcefulness as an employee’s resource and a personality trait that equips them to encounter job-related challenges and rely more on personal resources than organizational resources, which can be attributed to an aftermath of COVID-19.

Our findings have several theoretical implications based on JD-R model (Bakker, Demerouti, & Verbeke, 2004). First, our study is among the few that have utilized the JD-R framework on day-level variables. Secondly, to the author’s best knowledge, this is the first attempt to consider the TSMEs in the context of a crisis related to COVID-19. The positive association between job resourcefulness and task performance reveals that

employees' job resourcefulness provides sufficient personal resources to meet daily job demands such as task performance. Deficiency of personal resources results in poor performance; however, job resourcefulness is a personal resource of employees that enables them to meet daily job demands. Job resourcefulness is the ability of an individual to overcome obstacles and difficulties through extra effort that results in increased efficiency and effectiveness (Rego & Souto, 2007). Our findings are also consistent with previous cross-sectional studies about the positive effects of job resourcefulness on employees' self-, and supervisor-rated performance (Harris, Artis, Walters, & Licata, 2006; Licata et al., 2003). However, we additionally tested the association at the day level. In a similar vein, our study also explained the underlying motivational mechanism through which job resourcefulness impacts task performance which was a missing link.

In this regard, diary designs are helpful to enhance the credibility of the findings by extending the scope of the study and capturing with-in-person variance (Sun, Wang, Zhu, & Song, 2020). Organizational researchers and behavioral scientists have recently started diary methods to capture workers' everyday experiences. Such approaches consider day-level fluctuations in human behaviors, and diaries are usually filled at the end of the working day. These methods are advantageous in controlling retrospective bias and moving beyond static models of individuals' behaviors at work (Ohly et al., 2010).

We also contributed by clarifying job satisfaction's mediating role because few studies have explored its mediating role on the within-person level (Ilies, Wilson, & Wagner, 2009; Simbula, 2010). Many cross-sectional studies have investigated its role in various organizational outcomes, such as organizational citizenship behavior and performance (Indarti, Fernandes, & Hakim, 2017) and turnover intentions (Gharakhani & Zaferanchi, 2019). We have contributed by establishing the linkage between job resourcefulness and job satisfaction at the within-person level. The findings reveal that job satisfaction varies at the day level and may affect job demands differently. Day-level job resourcefulness also plays a vital role in supporting daily job satisfaction, resulting in daily task performance. In this way, job satisfaction also helps keep the balance between daily job demands and resources.

Although this may be the first attempt to study perceived organizational support as a boundary condition between job resourcefulness and outcomes, the findings are contrary to expectations. We proposed that POS being an organizational resource will strengthen the association between job resourcefulness and job satisfaction, thus providing additional resources to meet job challenges and overcome hindering job demands, but our findings do not endorse previous similar studies (Ott et al., 2019).

The current study among few is the one that explains how and why personal resources meet daily fluctuations in job demands from the perspective of the JD-R model. Our study highlights the importance of job resourcefulness as an employee's ability to tackle work-related difficulties. The lack of human resource practices in SMEs has brought forward the research agenda to investigate this matter to deal with performance problems. SMEs are highly dependent on their employees for competitiveness and performance but at the same time face resource-constrained problems. We argue that the employees' job resourcefulness might be helpful to achieve work-related goals where organizational support does not provide the necessary job resources. At the same time, the global recession amid COVID-19 has largely affected tourism and related SMEs

concerning employees' job insecurity (H. Chen & Eyoun, 2021). Such a challenging situation raises questions regarding job satisfaction and, in turn, future career choices of T-SME employees and entrepreneurs. Recruiting resourceful employees and taking care of their wellbeing might help entrepreneurs take a competitive advantage through enhanced job satisfaction. Moreover, devising and implementing employee-friendly policies such as financial aid and loans with minimum interest rates could be helpful for their well-being in the days of recession and help attract and retain employees in the future.

5. Conclusion

According to the World Bank report (2018), SMEs contribute to 60 percent of employment and 40 percent of national income in developing countries. Around 600 million workers will enter the global workforce in the next 15 years, particularly in Asia, with four out of five jobs created by SMEs (Khalique et al., 2020). Pakistan has the world's 10th largest labor force related to SMEs that rely on low-tech, less educated, and lower to middle-class workers (SMEDA, 2020). The importance of SMEs to the economy of an under-developed country demands timely attention of the researchers to investigate the ways to enhance their performance through finding ways to deal with resource-constrained problems strategically.

5.1. Limitations and Future Research

The current study is not free of limitations that future research should address. First, most of the study variables were assessed through self-reports such as job resourcefulness, job satisfaction, and perceived organizational support, based on individuals' own perceptions that are difficult to evaluate otherwise. We encourage future researchers to obtain data from multiple sources; for example, job resourcefulness should be assessed by coworkers or immediate supervisors. In addition, we used convenience sampling which may affect the generalizability of the findings; future studies should consider probability sampling to avoid this issue. Another limitation is a sampling of respondents from tour and travel enterprises only, though we did so to maintain the simplicity of the analysis; future researchers may extend the model by adding job crafting as a mediator and to a variety of contexts and organizational settings. Future researchers may also study the moderating role of perceived organizational support at the day level through within-person design, which means capturing the daily fluctuations in perceived organizational support to better understand its moderating role. Future studies may also test the same model with a different moderator such as organizational justice on a day level to test the boundary conditions. Future researchers may further explore the determinants of job resourcefulness.

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