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How and when supervisors' information sharing reduces new employees' errors

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Background: Effective supervision through information sharing meaningfully influences employee performance and error reduction. Though the benefits of information sharing are well investigated, its specific impact on new employees' error reduction in competitive fields, like hotels with various mediators and moderators, is less explored. This research, using the conservation of resources theory, examines how supervisors' information sharing affects novices' error reduction, giving attention to the roles of social skills and information seeking.

Aim: The study investigates the effect of supervisors' information sharing on new employees' error reduction, focusing on how this behaviour, through the moderating effect of social skills and the mediating effect of information seeking, fosters positive affect and reduces errors in the workplace.

Setting: The research was conducted among 330 new employee-supervisor dyads at five-star international hotels in Ethiopia.

Method: The research is a descriptive and explanatory study using cross-sectional and quantitative methods to analyse data using structural equation modelling.

Results: The results indicated that supervisors' information sharing positively influences error reduction in new employees, enhances positive affect and information seeking and decreases emotional exhaustion.

Conclusion: Effective information sharing is crucial for reducing errors and enhancing performance within the hospitality setting, facilitated by the mediation of information-seeking behaviours and the moderation of social skills effects.

Contribution: The study has the following theoretical contributions. Firstly, it contributes to a deeper understanding of the importance of supervisors' information-sharing effects on the behavioural outcomes of new employees during their socialisation stage. Secondly, the study fosters the Conservation of Resources [COR] theory, initially resource gain may not always reveal resource gain in the future as well by looking at the mediating mechanisms between the outcomes of new employees' error reduction and the supervisor information sharing.

Keywords: supervisors information sharing; positive affect; error reduction; employee exhaustion; social skill.

Introduction

Effective supervision is the art of investing resources for the success of employees. It is a mechanism for developing two-way communication among leaders and employees. Additionally, it also includes accountability with an end-of-doing evaluation (Lee 2023). Supervisors spend considerable time building relationships with their staff (Holmes 2019). Effective supervisors also engage in reflective processes where they assess their skill development (Thompson & Garcia 2024). Among them, communication or information sharing is a critical skill within the supervisory relationship that can ultimately reduce errors and improve performance (Johnson & Lee 2022). Several studies have been conducted by scholars to investigate the causes of employee errors, their consequences and strategies for their control and prevention. Research often looks at how individual characteristics such as personality traits, cognitive abilities and emotional states affect the possibility of mistakes occurring at work (Ahmad 2017; Nifadkar & Bauer 2016; Wittel 2011). Existing literature indicates that supervisors' sharing of information can have a positive effect on the relationship between employees and their organisation (Chen, Zhang & Liu 2023; Johnson & Lee 2022).

Information sharing from supervisors can help workers feel more in control of their jobs, improve engagement at work and develop a strong emotional connection over their work (Chen et al. 2018). However, the role and significance of supervisors' information sharing in new employees' error reduction have not yet been adequately addressed. Supervisors' information sharing indicates how much they value their employees' abilities, which can improve internal cognition (Chen et al. 2017). While supervisors' information sharing offers various benefits to new employees, examining its impact on error reduction is crucial, yet it has garnered relatively little focus in prior research. Hence, it becomes imperative to analyse supervisors' information-sharing behaviour from the perspective of new employees underscoring the role in fostering positive affect and reducing errors (Isen 1999).

In competitive environments, hotel employees experience immense pressure to generate innovative ideas and deliver unique services to navigate the challenges of an exceptionally dynamic environment (Saridakis et al. 2020; Stamper & Van Dyne 2001). To maintain creativity and innovation, the hotel industry must reconsider its approach to leveraging its most important asset: new employees (Valéau, Gabay-Mariani & Paillé 2019). Hence, the performance of the organisation is largely contingent upon the efforts of employees, which can be affected by the level and quality of information sharing by supervisors (Valéau et al. 2019). This observation highlights the need for more in-depth research in the area. Therefore, this researcher studies supervisors' information sharing with new employees within the context of five-star international hotels in Ethiopia.

In this study, we develop a model that links supervisors' information sharing to new employees' error reduction, incorporating social skills as a moderating variable, framed by the Conservation of Resources (COR) theory. According to COR theory, seeking information from supervisors can be viewed as a resource investment, where new employees invest available resources to acquire additional valuable resources (Hobfoll & Shirom 2001). Figure 1 illustrates the proposed relationships among the key variables, highlighting the pathways and supporting the theoretical model. It emphasises the interactions and mechanisms in the hypothesised processes. Additionally, the path diagram provides further clarity on the conceptual framework, enhancing the understanding of the study's core ideas.

Literature review and hypothesis development
Supervisors' information sharing and conservation of resource theory

Information sharing by supervisors comprises the proactive sharing of insights, including the organisation's mission, ideas and vital information like decision-making processes and developmental strategies to their subordinates (Chen et al. 2023; Nifadkar, Hanges & Hoobler 2019; Taylor & Green 2022). This way of disseminating information fosters a sense of trust, belongingness and high confidence in the workplace. This creates a foundation for good leader-member exchange relationships within the workplace (Chen et al. 2023).

Employees who engage in high-quality leadership exchange are more likely to experience positive affect and develop a sense of curiosity to reduce workplace errors, as they form stronger psychological bonds with the organisation. Information forms the basis of supervisors' authority (Amundsen & Martinsen 2014), and when supervisors share information, they effectively share their authority with employees. This acknowledgement of employees' 'insider' status and organisational identity fosters a long-term commitment to the organisation (Kim 2021) and promotes the development of a family-like bond between employees and the organisation during the incorporation process. Organisations are likely to expect supervisors to share essential information with subordinates, as it helps employees accomplish their tasks and contributes to the achievement of organisational goals (Chen et al. 2023; Nifadkar & Bauer 2016). Structured communication practices, such as formal information channels and defined contexts, are integral to this process.
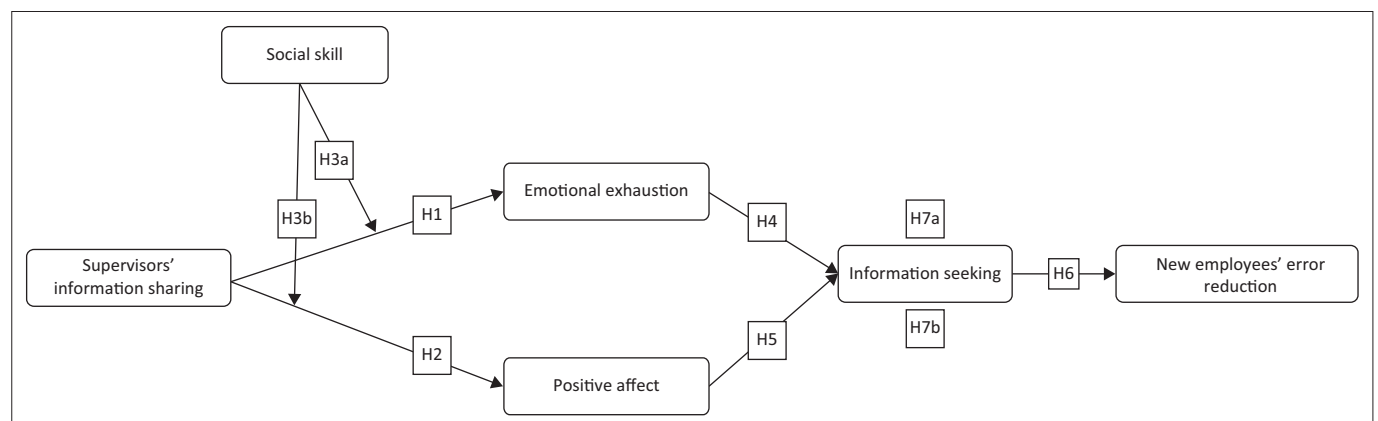
H, hypothesis.

FIGURE 1: Conceptual model.

In this study, COR theory provides insights into how and when resources should be utilised to increase efficiency and reduce errors in the workplace. According to COR theory, individuals strive to preserve and accumulate resources to manage stress, overcome challenges and promote well-being (Hobfoll 1989). These resources are considered personal, social and structural. Internal traits such as abilities, knowledge and self-worth are referred to as personal resources, while social networks, social support, mentorship and positive relationships are social resources. Structural resources encompass accessible assets like money, tools and facilities (Hobfoll 2011; Hobfoll & Shirom 2001; Wu & Wen 2023).

Sharing information allows one to establish trustworthy relationships with team members and gain a deeper understanding of their desires, goals and motivations (Thompson & Garcia 2024). The crucial notion of the COR theory is that individuals are motivated to preserve and boost their resources because of their intrinsic and crucial worth. Individuals who have inadequate or surplus resources may suffer from tension, exhaustion and negative effects on health (Zhu, Wei & Moin 2024). Hence, people work hard to keep and advance resources in an attempt to control tension. According to COR theory, people may be more ambitious to stop resource loss than to get new resources as they think that resource loss causes more anxiety than resource gain (Hobfoll 2011).

Even though supervisors spend a significant amount of time cooperating with subordinates, they often do not give considerable attention to new employees who have recently joined the organisation (Chen et al. 2023; Nifadkar & Bauer 2016). This lack of attention can affect the success and productivity of new employees, including their positive affect and error reduction. Special attention is essential for establishing trust, positive motives and sincerity among new organisational members (French, Dumani & Shockley 2020). Thus, it is likely that when supervisors share information as a resource to new employees it could help new employees to experience different resource gain and loss situations. Our study encompasses the existing study by clearly addressing supervisors' information sharing as a basic part of a resource that can help them achieve their goals in the workplace (Chen et al. 2023; Nifadkar & Bauer 2016).

Supervisors information sharing and emotional exhaustion

Information sharing among supervisors can be viewed as a means of obtaining resources and support (French et al. 2020). This information serves as a resource to assist new employees in carrying out their responsibilities effectively. When they have access to the required communication, new employees can practice feeling capable and in control, which helps lower their level of anxiety and uncertainty (Wang et al. 2024). Additionally, sharing information among supervisors can foster a positive work atmosphere. Open communication and

information sharing by supervisors promote a culture of trust and transparency, which is good for the mental well-being of new employees (Nifadkar & Bauer 2016).

A chronic state of physical and emotional depletion brought on by an excessive workload, personal demands, and ongoing stress is known as emotional exhaustion (Wright & Cropanzano 1998). It may result from overworking to the point where emotionally exhausted workers experience both physical exhaustion and psychological and emotional weariness (Zohar 1997). Emotional exhaustion is characterised by a sense of psychological fatigue and weariness brought on by pressures from one's personal or professional life or from a combination of the two. The beginning of a physical or mental breakdown is reflected by emotional exhaustion. Employees with outstanding leadership exchange relationships usually have stronger psychological contracts with the organisation and are more likely to have a family-like employee–organisation linkage. Such scenarios could reduce new employees' emotional exhaustion.

Existing literature indicates that supervisors' sharing of work-related information can have a positive effect on the relationship between staff members and the company. According to researchers like Chen et al. (2017) and Nifadkar and Bauer (2016), supervisors' disclosure of work-related information demonstrates their support of employees' abilities, which can improve their internal cognition. The COR theory is based on the idea that individuals put a lot of effort into getting, keeping, protecting and nurturing the resources that are most important to them (Hobfoll 1989; Hobfoll & Shirom 2001). The implication is information sharing by supervisors can help lessen the emotional exhaustion experienced by new employees at work. Therefore, supervisors who provide new employees with relevant information, foster a transparent culture and assist them in managing their resources to maintain energy and commitment in the workplace may help reduce their levels of exhaustion (Wu & Wen 2023; Zeb et al. 2024). Drawing upon the aforementioned rationale, we propose the following hypothesis:

H1: Supervisors' information sharing has a significant negative effect on new employees' emotional exhaustion.

Supervisors' information sharing and new employees' positive affect

Supervisors can foster a sense of support, value and inclusion for new employees within the organisation by providing information sharing (Wang & Oh 2018). Supervisors can lessen uncertainty and foster a sense of control over an employee's work by disseminating information about expectations, procedures and available resources (Amundsen & Martinsen 2014). The COR theory states that information shared by supervisors can be seen as a valued resource that new employees can access and make use of (Hobfoll 1989; Nifadkar & Bauer 2016). When supervisors proactively disseminate pertinent information, it gives new employees the insight, direction and encouragement they need to better comprehend their responsibilities (Chen et al. 2017).

By effectively communicating and sharing information, supervisors can foster a positive work environment and develop overall team dynamics (Chen et al. 2017). In addition, information about their jobs, hobbies, free time and sharing non-work-related family information may also be included in their communications.

The COR theory holds that sharing information as a resource with others helps a person build healthy relationships, which in turn helps people develop positive affect (Chen et al. 2023; Hobfoll 1989). This implies that the more supervisors are sharing information with the new employees the better new employees are to develop positive affect in the workplace (Isen 1999). In general, supervisors facilitate the acquisition of resources for new employees, thereby enhancing their positive affective states, by offering pertinent information, cultivating a supportive work environment and encouraging a sense of control (Wu & Wen 2023). Consequently, the engagement, job satisfaction and general well-being of new employees can be the result of their positive affect. Building on this, we hypothesise:

H2: Supervisors' information sharing has a significant positive effect on new employees' positive affect in the workplace.

The moderating role of social skill

The COR theory suggests that people attempt to acquire and keep resources that they are worth, including social resources (Hobfoll 1989). Social skill pertains to an individual's ability to effectively interact and communicate with others. In this context, it refers to new employees' aptitude for social interactions and their ability to navigate relationships with supervisors and co-workers. These skills can be seen as a social resource that contributes to new employees' resource pool (Cohen & Wills 1985).

Elevated levels of social skills can enhance the positive influence of supervisors' information sharing on new employees' positive affect. New employees who possess strong social skills are more likely to process and apply the information provided by supervisors effectively (French et al. 2020). Social skills thus moderate the relationship between supervisors' information sharing and new employees' positive affect, strengthening the positive impact when social skills are high and weakening it when social skills are low. Furthermore, social skills help to reduce emotional exhaustion. Employees with strong social skills are better able to manage information overload, form connections and seek peer support, which helps them handle workplace stress (French et al. 2020). New employees with low social skills, on the other hand, may struggle to process information from supervisors, resulting in increased emotional exhaustion (Johnson & Lee 2022).

The COR theory can be used to understand the moderating role of social skills in relation to new employees' emotional exhaustion and supervisors' information sharing. Individuals strive to acquire, maintain and protect essential resources in order to ensure their well-being, according to the COR theory (Hobfoll 1989; Hobfoll & Shirom 2001). Both material and psychological resources are necessary in the workplace. Supervisors who share pertinent information with new employees provide invaluable resources, such as knowledge, guidance and clarity about their roles and responsibilities. Access to these resources can improve new employees' well-being and reduce emotional exhaustion (Diefendorff & Gosserand 2003; French et al. 2020).

Social skills can help mitigate the link between emotional exhaustion in new employees and information sharing by supervisors. New employees with strong social skills are better able to process and apply supervisors' information, resulting in more positive relationships and better coping strategies. Those with lower social skills, on the other hand, may struggle to effectively use the information, potentially leading to increased emotional exhaustion (Johnson & Lee 2022). Given this, we propose the following hypotheses:

H3a: The relationship between supervisors' information sharing and new employees' emotional exhaustion is negatively moderated by social skills.

H3b: The relationship between the supervisor's information sharing and new employees' positive affect is positively moderated by social skills.

Emotional exhaustion and information seeking

Emotional exhaustion can have a substantial effect on a new employee's information-seeking behaviour. When employees experience emotional exhaustion, they may feel depleted of energy and motivation, which can hinder their ability and willingness to seek out information (Enzmann & Kleiber 1989). Emotional exhaustion frequently leads to burnout, which depletes cognitive resources and limits the ability to engage in proactive behaviours such as information seeking (Hobfoll 1989; Johnson & Lee 2022). This eventually impairs employees' ability to complete their tasks effectively and high levels of emotional exhaustion can reduce individuals' willingness to seek out and use important information.

The conservation of resource theory also suggests that when individuals initially lose a resource, they tend to lose it again in the future (Hobfoll 1989). Therefore, emotionally exhausted employees tend to be less sensitive to seeking information and may also not perform well. Therefore, we propose the following hypothesis:

H4: Emotional exhaustion significantly negatively affects new employees' information-seeking behaviour in the workplace.

Positive effect on information seeking

Positive feelings have the power to increase employees' desire to learn. When individuals experience positive emotions, they tend to be more proactive, inquisitive and eager to learn. New employees with high levels of positive affect are more likely to be initiated for effective information-seeking strategies. According to Luthans & Youssef-Morgan (2017),

they might proactively reach out to their superiors, associates, or accessible resources to acquire pertinent data. They can process and apply the knowledge they have learned more efficiently because of their improved emotional state, which also improves their cognitive performance (Muda, Rafiki & Harahap 2014). New employees, driven by positive affect, are more likely to seek information in order to acquire and preserve essential resources. By actively engaging in information seeking, they can not only gain the knowledge necessary to perform their tasks but also reduce uncertainty and clarify expectations.

The study conducted by Diener et al. (2010) demonstrated the significant effect that positive affect has a substantial benefit for seeking information in the workplace. Thus, new employees' information-seeking behaviour can be significantly influenced by positive affect. The COR theory states that individuals perform to obtain, protect and safeguard very essential resources to protect their objectives (Hobfoll & Shirom 2001). The positive impact that new employees have can influence their motivation and efficiency in seeking information. New employees who see their workplace as nurturing and supportive are more likely to feel positive emotions (French et al. 2020). Because information is a valuable resource that can help them succeed in their roles, this positive emotional state may result in a sense of resource gain (Hobfoll 1989). As a result, it is argued that new employees with higher levels of positive affect are more likely to seek information proactively, allowing them to contribute more effectively at work (Zeb et al. 2024). Drawing from this, we hypothesise the following:

H5: New employees' positive affect in the workplace has a significant positive effect on new employees' information seeking in the workplace.

Information seeking and employee error reduction

Information seeking is best understood as a process, rather than a discrete event occurring at a specific moment in time. The COR theory posits that individuals exert considerable effort to acquire and protect resources they value, including information, in order to preserve their well-being (Hobfoll 1989; Hobfoll & Shirom 2001). This ongoing process of resource acquisition plays a crucial role in helping individuals maintain and enhance their performance in the workplace. Information-seeking behaviours are proactive attempts to broaden one's resource pool by obtaining advice, support and knowledge from a variety of sources. Through the information-seeking process, employees can get and assimilate the shared messages independently. By effectively conveying and assimilating the information, employees can enhance productivity, reduce errors, make informed decisions and expand their information base (Kim 2021)

Employees who seek information proactively can gain relevant insights, identify optimal strategies and gain a better understanding of their job responsibilities and expectations (Bauer & Erdogan 2011). Furthermore, information seeking

can help people develop self-efficacy or the belief that they can complete tasks. Employee performance and error rates improve as they learn new things and develop useful skills. According to Morrison (2002), active information-seeking improves employees' knowledge, resources and effectiveness, resulting in fewer workplace errors. Consequently, we hypothesise:

H6: New employees' information-seeking behaviour has a significant positive effect on reducing errors in the workplace.

New employees' emotional exhaustion, information seeking and employee error reduction

Emotional exhaustion has been linked to numerous negative outcomes, including impaired cognitive functioning, increased psychological stress and reduced work performance (Maslach & Jackson 1981). While emotional exhaustion is frequently studied in relation to burnout, its impact on information-seeking behaviours among new employees remains underexplored. Given the importance of information seeking in learning and error reduction, it is critical to examine its mediating role in the relationship between emotional exhaustion and workplace performance. High emotional exhaustion may diminish cognitive resources, impairing the ability to process job-related information effectively and thus increasing error rates (Johnson & Lee 2022).

New employees, especially those dealing with emotional exhaustion, often seek information to better understand task demands and clarify organisational expectations (Van der Heijden, Gorgievski & De Lange 2016). This behaviour aids in the restoration of cognitive resources, helping individuals to better manage uncertainty and perform tasks more effectively. According to Jackson, Schwab and Schuler (1986), information seeking reduces cognitive load and enhances decision-making accuracy. Thus, despite the negative impact of emotional exhaustion, active information-seeking may buffer its effects by promoting error reduction. Therefore, we hypothesise that:

H7a: The relationship between new employees' emotional exhaustion and employee error reduction is mediated by information seeking.

New employees' positive affect, information seeking and employee error reduction

Information-seeking behaviours by employees play an important role in advancing the implementation of organisational goals (Shi, Nakamura & Takano 2004; Shuyler & Knight 2003). Despite their relevance, information-seeking behaviours have not been included as a fundamental part of research and theories on new employees' perspectives in the hospitality industries, including hotels, hospitals and transportation firms. Some researchers have suggested that the nexus between employees' positive affect and error reduction could be strengthened by information-seeking abilities. This means the higher levels of employees' positive

affect are more likely to reduce errors in the workplace through information seeking about updates and task-related issues (Van der Heijden et al. 2016).

The COR theory states that employees strive to obtain and protect workplace resources, including psychological resources like positive affect. When employees possess adequate psychological resources, they are better equipped to overcome challenges (Halbesleben & Demerouti 2005). Positive affect can strengthen the emotional and cognitive capacities of new employees, empowering them to tackle tasks with motivation and excitement (Zeb et al. 2024). To maintain their resources and capitalise on their positive affect, they may be involved in proactive behaviours like information seeking. Positive affect boosts employees' proactive information-seeking, reducing mistakes and enhancing error reduction (Nifadkar et al. 2019). Thus, we formulate the following hypothesis:

H7b: The relationship between new employees' positive affect and employee error reduction is mediated by information seeking.

Research methodology
Research designs, approach, target population and sampling designs

This study adopts a quantitative research approach, incorporating both descriptive designs to systematically summarise and delineate the dataset's characteristics (Neuman 2011) and explanatory design to rigorously investigate and uncover the relationships and causal mechanisms among the variables under study (Creswell 2014). The target population for the study was 2000 newcomers who had been employed within the past 6 months across 10 five-star hotels. To draw samples from the study population, the study used purposive and census sampling techniques. The three five-star hotels, Sheraton Addis, Radisson Blu and Skylight hotels, were purposively selected based on the proportion of newly hired employees over the past 6 months. On the other hand, given that the total number of new employees and supervisors was 330, the census method was employed to select the sample. Thus, 24 supervisors and 306 new employees were selected to address the purpose of this study. This sample size meets the minimum samples suggested by Kline (2013) and Hair et al. (2021). They argued that for models with fewer constructs and indicators, 200–300 samples are typically sufficient. As a result, the samples for this research are beyond the minimum threshold and satisfy the constructs vis-à-vis the sample size range given by Hair et al. (2021). To facilitate data collection smoothly and as a token of appreciation, refreshments were served to the participants.

After securing ethical approval from the hotels' human resource department (HRD), the researchers collected the respondents' lists from each hotel's HRD and gave unique codes to each new employee and their immediate supervisors to determine the new supervisor dyads. The measuring tools utilised to gather the data were in English. To ensure the consistency and soundness of measurements, the researchers employed a double translation technique (Brislin 1980). At four separate intervals, 330 respondents received surveys through census sampling to ensure the study was representative. The interval of 10 days was kept among each of the four phases of gathering data to lessen respondent exhaustion and possible common method bias (Podsakoff et al. 2003). Both descriptive and inferential statistics were used to analyse the data. Hence, SPSS-25 and AMOS-25 were used to address the research objectives and to test the structural relationships, interdependencies and causalities among the research variables.

Following that, the printed-out questionnaires were distributed to the new employees and their supervisors. The researchers gave a closed packet with a pen inside and a questionnaire to each participant. The new employees were requested to report the control variables, the supervisors' information sharing and their level of social skill during Time 1. Of the 306 new employee respondents, 278 returned filled-out reports with a response rate of 90.13%. After 10 days, the respondents who had filled out and reported the first survey completed their employee exhaustion, a positive effect at Time 2. Of all those involved, 265 new employee respondents completed and reported the survey at Time 2 with a response rate of 86.6%. At Time 3, of the total participants, 271 new employee respondents completed and reported the survey with a response rate of 88.56%. Supervisors were requested to assess the level of error reduction conditions of the newcomers at Time 4; almost all 24 supervisors responded to the quest; this was about 100%. From the total of 330 new employee-supervisor respondent dyads, comprehensive data were gained from 295 respondents with a response rate of 89.4%.

Measures

All variables in this study were assessed using a 5-point Likert-type scale, ranging from strongly agree to strongly disagree. To measure information sharing among supervisors, we used the six-item scale developed by Nifadkar et al. (2019). Emotional exhaustion was assessed using four items from the German version of the Maslach Burnout Inventory (Enzmann et al. 1998), originally developed by Maslach and Jackson (1981). Positive affect was measured using the PANAS scale, which consists of two lists of 10 words, one describing positive emotions and the other negative emotions. This study used only the positive affect scale (Watson, Clark & Tellegen 1988). The Error Orientation Questionnaire (EOQ) (Rybowiak et al. 1999) was used to measure process execution management (PEM), focusing on negative error management (NEM), with four adapted items emphasising newcomers' error reduction. Information seeking from supervisors was measured using a 5-item scale by Vandewalle et al. (2000). Social skills were assessed using Riggio's (1986) Social Skills Inventory (SSI), which evaluates competencies like emotional expressivity, sensitivity and social control.

Control variables

Based on previous studies indicating that gender has a significant impact on personality development (Caspi, Roberts & Shiner 2005; Roberts & Mroczek 2008). Furthermore, while the majority of participants were the same age, minor differences may have occurred because of factors such as delayed enrolment or repeated classes. To account for potential differences, age was used as a control variable.

Ethical considerations

It is not necessary to seek ethics committee approval in our country's situation if our organisation provides a letter endorsing our data collection. After presenting the managers with the support letter, we have their verbal consent.

Results

Descriptive statistics and correlation analysis

Table 1 shows the study variables' mean values, standard deviations and Pearson correlations. Harman's single-factor test was used to investigate common method bias. The results show that the first-factor loading was 25.50% of the variance, indicating that there was no serious common method bias in this study (Podsakoff et al. 2003). Supervisor information sharing (SIS) has a negative correlation with emotional exhaustion (EE) ($r = -0.314$, $p < 0.05$), suggesting that higher SIS leads to lower EE. Social skills (SS) have a strong positive correlation with information seeking ($r = 0.552$, $p < 0.01$) and error reduction ($r = 0.673$, $p < 0.01$). Information seeking has a positive correlation with error reduction ($r = 0.318$, $p < 0.01$), highlighting its role in reducing errors.

Confirmatory factor analysis

The discriminant and convergent validity of the model's theoretical constructs were assessed using confirmatory

factor analysis (CFA) with AMOS 25.0. Table 2 shows the indicator loadings for each construct, with ideal values ranging from 0.6 to 1.0. Indicators with loadings between 0.4 and 0.7 were considered for removal if doing so would improve the construct's composite reliability (CR) and average variance extracted (AVE), as recommended by Hair et al. (2021) All indicators in this study had outer loadings exceeding the threshold of 0.7, confirming the reliability of the measurement items, and thus, no indicators were removed.

The overall model fit was assessed using a number of widely accepted fit indices. The results showed a good fit between the structural model and the data, as evidenced by the following indices: χ^2/df = 1.732, Root Mean Square Error of Approximation (RMSEA) = 0.058, Comparative Fit Index (CFI) = 0.951, Tucker-Lewis Index (TLI) = 0.932 and Standardized Root Mean Square Residual (SRMR) = 0.049. These results show that the model fits well with the data, indicating its robustness and validity.

The convergent validity of the measurement model was determined by examining the factor loadings, CR and AVE for each construct. All factor loadings exceeded the 0.6 threshold, and the CR for each variable exceeded 0.8, with all AVE values exceeding 0.6, confirming acceptable levels of convergent validity. Furthermore, the square root of the AVE for each construct was greater than the correlation between that construct and any other, indicating discriminant validity in accordance with Fornell and Larcker (1981). These findings show that the measurement model meets both convergent and discriminant validity criteria.

Reliability testing was also conducted to assess the internal consistency of the constructs using both Cronbach's alpha and CR. The commonly used threshold for both measures is

TABLE 1: Descriptive statistics and correlation analysis.

Variables	Mean	SD	1	2	3	4	5	6	7	8
Sex	1.493	0.501	-	-	-	-	-	-	-	-
Age	3.260	1.372	0.021**	-	-	-	-	-	-	-
Edu.	2.363	0.775	0.088	0.052	-	-	-	-	-	-
SIS	2.733	1.223	0.174**	0.716**	0.060	-	-	-	-	-
EE	4.718	0.727	0.026	0.075	0.003	-0.314*	-	-	-	-
PA	4.612	0.873	0.019	0.023	0.095	0.063	0.487**	-	-	-
SS	4.713	0.773	0.001	0.133	0.097	0.129**	-0.314**	0.466**	-	-
IS	4.831	0.738	0.113*	0.019	0.018	0.015	0.552**	0.485**	0.303**	-
ER	4.658	0.820	0.014	0.038	0.024	0.004	0.538**	0.421**	0.318**	0.673**

*, $p < 0.05$; **, $p < 0.01$.

SD, standard deviation; SIS, supervisors information sharing; EE, employee exhaustion; PA, positive affect; SS, social skill; IS, information seeking; ER, error reduction; Edu., education.

TABLE 2: Results of confirmatory factor analysis (construct reliability and validity).

Number	Variables	Cronbach's alpha	Composite reliability(rho_a)	Composite reliability(rho_c)	AVE
1	Supervisors' information sharing	0.827	0.868	0.869	0.811
2	Employee exhaustion	0.850	0.911	0.868	0.743
3	Positive affect	0.797	0.752	0.779	0.802
4	Social skill	0.791	0.952	0.876	0.884
5	Information seeking	0.847	0.881	0.875	0.665
6	Error reduction	0.797	0.711	0.822	0.743

AVE, average variance extracted.

0.7 (Hair et al. 2021). Cronbach's alpha values for the exogenous, mediating and endogenous variables ranged from 0.791 to 0.85, all exceeding the acceptable level. Similarly, the CR (rho_a) values ranged from 0.711 to 0.952, while the CR (rho_c) values ranged from 0.779 to 0.884, indicating the constructs' strong internal consistency.

To assess convergent validity, it is also necessary to examine the correlations between indicators of the same construct. Fornell and Larcker (1981) define sufficient convergent validity as an AVE value greater than 0.5. Table 2 shows that the AVE values for all constructs in this study, including the dependent and independent variables, exceeded the 0.5 threshold. This adds to the validity of the measurement model ensuring that it is both reflective and robust. Items with low factor loadings were removed during the CFA process to improve model reliability and validity. This refinement ensured that the final measurement model met Cronbach's alpha, CR and AVE requirements, resulting in a well-specified and robust model.

The hypothesis testing involved two independent tests of the study, a main effect test followed by mediation and moderation effect tests. In main effect testing, the results show that supervisors' information sharing significantly reduces new employees' emotional exhaustion ($\beta = -0.451$, $p < 0.001$), supporting Hypothesis H1, supervisors' information sharing has a significant negative effect on new employees' emotional exhaustion and enhances their positive affect ($\beta = 0.357$, $p < 0.001$), supporting Hypothesis H2, supervisors' information sharing has a significant positive effect on new employees' positive affect in the workplace. Emotional exhaustion negatively impacts information-seeking ($\beta = -0.505$, $p < 0.001$), supporting Hypothesis H4, emotional exhaustion has a significant negative effect on new employees' information-seeking in the workplace. Additionally, positive affect strengthens the relationship between positive affect and information seeking ($\beta = 0.327$, $p < 0.001$), supporting Hypothesis H5, that newcomers' positive affect in the workplace has a significant positive impact on newcomers' information-seeking behaviour. Finally, information-seeking significantly reduces workplace errors ($\beta = 0.373$, $p < 0.001$), confirming Hypothesis H6, that newcomers' information-seeking behaviour has a significant positive effect on reducing errors in the workplace. Overall, the findings indicate that supervisors' information sharing plays a key role in reducing emotional exhaustion, enhancing positive affect, promoting information seeking and minimising errors in the workplace, as analysed through the path diagram.

Furthermore, to investigate the effect of supervisors' information sharing on new employees' error reduction, this study employs information seeking as a mediating variable and investigates its relationships with new employees' emotional exhaustion, positive effect and workplace error reduction. Bootstrapping ($n = 5000$), as proposed by Preacher and Hayes (2008), is used to investigate whether information-seeking mediates the

effects of emotional exhaustion and positive affect on error reduction. A point estimate of an indirect effect is considered significant if it does not include a zero within a 95% confidence interval.

The results of the bootstrap analysis are shown in Table 3. Information seeking ($\beta = 0.067$) significantly mediated the relationship between new employee exhaustion and error reduction in the workplace, with a probability of 95% when $p < 0.05$ and a confidence interval CI = [0.044, 0.108]; this supports hypothesis H7a, the relationship between new employees' emotional exhaustion and employee error reduction is mediated by information seeking. According to Hypothesis H7b, information seeking ($\beta = 0.112$) mediated the relationship between new employees' positive affect and error reduction in the workplace ($p < 0.05$, 95% probability, CI = [0.031, 0.045]), supporting the hypothesis of H7b:

H7b: The relationship between new employees' positive affect and employee error reduction is mediated by information seeking.

As indicated in Table 4 and Figure 2, the coefficient estimates of moderated mediation effects are presented. To reduce multicollinearity (Preacher & Hayes 2008), supervisors' information sharing and social skills were centred around the pooled grand mean before calculating the interaction term. Hypothesis 3a proposes that social skill moderates the indirect relationship of supervisors' information sharing with new employee error reduction via emotional exhaustion.

The results show that the interaction effect of supervisors' information sharing and social skill with employee error reduction via emotional exhaustion was significant ($\beta = 0.13$, standard error [SE] = 0.05, $p < 0.01$). The indirect effect of supervisors' information sharing with employee error reduction via emotional exhaustion was significantly stronger when social skills were higher ($\beta = 0.19$, SE = 0.05, 95% CI = [0.11, 0.26]), compared to when social skills were lower ($\beta = 0.08$, SE = 0.04, 95% CI = [0.04, 0.15]). Furthermore, the contrast between conditional indirect effects at high and low levels of social skills was significant (the difference of effects = 0.08, SE = 0.04, 95% CI = [0.01, 0.16]). These results support Hypothesis 3a, the relationship between supervisors' information sharing and new employees' emotional exhaustion is negatively moderated by social skills.

On the other hand, Hypothesis 3b proposes that social skills moderate the indirect relationship between supervisors' information sharing and error reduction via positive affect. As shown in Table 4 and Figure 3, a significant interaction effect of supervisors' information sharing on error reduction via positive affect was found ($\beta = 0.18$, SE = 0.06, $p < 0.01$).

The relationship between supervisors' information sharing with error reduction via positive affect was stronger when social skills were higher ($\beta = 0.10$, SE = 0.04, 95% CI = [0.05, 0.18]), but non-significant when the social skills were lower

(β = 0.03, SE = 0.02, 95% CI = [–0.003, 0.10]) (Figure 3). Additionally, the contrast between conditional indirect effects was significant (effect difference = 0.07, SE = 0.04, 95% CI = [0.003, 0.15]). Hence, Hypothesis 3b was supported: Hypothesis 3b: The relationship between the supervisor's information sharing and new employees' positive affect is positively moderated by social skills.

TABLE 3: Results of mediation bootstrapping.

IV	MV	DV	IV-MV	MV-DV	Indirect effect	95% CI	
						LL	UL
EE	IS	ER	-0.451***	0.405***	0.067***	0.044***	0.108***
PA	IS	ER	0.357***	0.227***	0.112***	0.031	0.045***

Note: ***, $p < 0.001$.
CI, confidence interval; IV, independent variable; DV, dependent variable; MV, mediating variable; ER, error reduction LL, low limit; UL, upper limit; PA, positive affect; IS, information seeking.
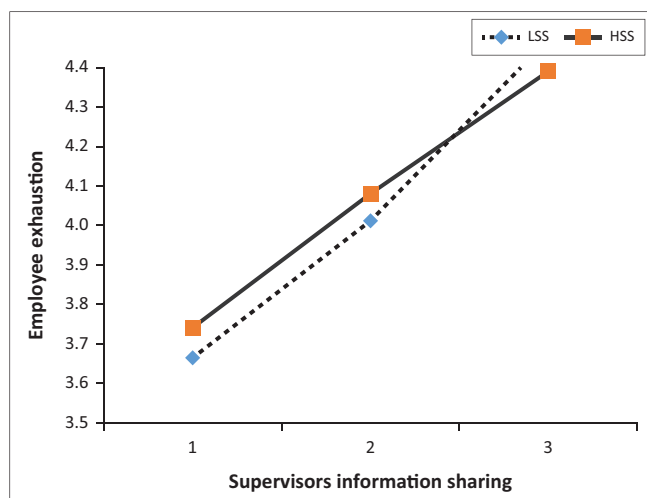
Discussion and conclusion

Our study aims to provide insight into the contributions of supervisors' information sharing to new employees' error reduction in the workplace. Using the structural equation model, this study explores the direct effect of supervisors' information sharing on new employees' emotional exhaustion and on new employees' positive affect. Supervisors' information sharing plays a dual role namely it negatively affects new employees' emotional exhaustion (β = −0.451, $p < 0.001$), and on the contrary, supervisors' information sharing positively and significantly affects new employees' positive affect (β = 0.357, $p < 0.001$). The p-value between supervisors' information sharing and new employees' positive affect is 0.000, indicating that supervisors' information sharing significantly affects new employees' positive affect.

TABLE 4: Conditional process analysis (N = 330).

Variables	Emotional exhaustion			Positive affect				Error reduction			
	B	SE	T	B	SE	T	Bootstrap LL CI	B	SE	T	Bootstrap UL CI
Age	0.01	0.01	0.91	0.01	0.01	0.93	-	-0.01	0.01	-1.49	-
Gender	-0.02	0.05	-0.03	-0.03	0.07	-0.04	-	0.12	0.15	1.96*	-
Education	0.05	0.06	1.14	-0.01	0.05	-0.14	-	0.05	0.05	0.91	-
Supervisor information sharing	0.29	0.04	6.06**	0.28	0.05	5.71**	-	-	-	-	-
Social skill	0.04	0.05	0.65	-0.02	0.07	-0.32	-	-	-	-	-
SIS*SS	0.13	0.05	2.33*	0.18	0.06	2.52**	-	-	-	-	-
Positive affect	-	-	-	-	-	-	-	0.55	0.07	7.07**	-
Emotional Exhaustion	-	-	-	-	-	-	-	0.31	0.06	5.01**	-
R^2	-	-	0.17	-	-	0.99	-	-	-	0.26	-
F	-	-	8.88**	-	-	6.16**	-	-	-	23.35**	-
Conditional indirect effect via emotional exhaustion											
Mean - 1 SD	-	-	-	0.08	0.04	-	0.04	-	-	-	0.15
Mean	-	-	-	0.15	0.03	-	0.07	-	-	-	0.22
Mean + 1 SD	-	-	-	0.19	0.05	-	0.11	-	-	-	0.26
Conditional indirect effect via positive affect											
Mean - 1 SD	-	-	-	0.03	0.03	-	-0.03	-	-	-	0.10
Mean	-	-	-	0.05	0.04	-	0.04	-	-	-	0.15
Mean + 1 SD	-	-	-	0.10	0.03	-	0.05	-	-	-	0.18

Note: Bootstrapping sample size 5000.
LL, low limit; UL, upper limit; CI, confidence interval; SIS, supervisors information sharing; SS, social skill; F, F-statistic; R^2, R-squared; SD, standard deviation; SE, standard error.
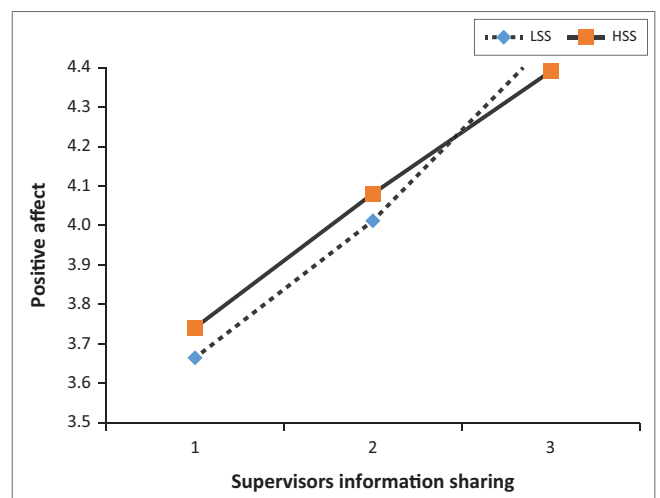*, $p < 0.05$; **, $p < 0.01$.

LSS, low social skill; HSS, high social skill.

FIGURE 2: The moderating role of social skills between supervisors' information sharing and emotional exhaustion.

LSS, low social skill; HSS, high social skill.

FIGURE 3: The moderating role of social skills between supervisors' information sharing and new employees' positive affect.

The indirect effect examines the effect of supervisors' information sharing on new employees' positive affect and emotional exhaustion, using social skill as a moderator, and discovers the mediating role of information seeking between new employees' positive effect, emotional exhaustion and error reduction in the workplace. The result showed that social skills as a moderator when it comes to connecting supervisors' information sharing with new employees' positive effect play a significant positive and strengthening role between supervisors' information sharing and employees' positive affect. This means the higher the level of social skills among new employees, the stronger the connection will be between supervisors' information-seeking and positive affect.

The findings also showed that social skill plays a moderating role between supervisors' information sharing and new employees' emotional exhaustion. Certainly, when new employees' social skills are higher, the relationship between supervisors' information sharing and new employee exhaustion is stronger. The effect of new employees' emotional exhaustion and the positive affect with new employees' error reduction in the workplace were significantly mediated by information seeking. With a greater inclination for information seeking among new employees, there is a higher chance of supporting the effect of positive affect on error reduction in the workplace. Furthermore, information seeking can impact the relationship between emotional exhaustion and error reduction. The newer employees seek information; the greater the effect of emotional exhaustion on error reduction in the workplace (Zhao & Jiang 2022).

Information seeking is stimulated by information need and further predicts systematic processing (Soroya et al. 2021). Perceived risk influences purchase intention negatively and perceived reward influences it positively. Furthermore, one of the key indicators of buying intention is perceived benefit. Information seeking, information need and systematic processing are all strongly impacted by perceived risk. The perception of benefit is positively correlated with a need for information and systematic processing. This indicates that supervisors' information sharing is essential for reducing new employee errors, even though this area has not received much attention. The link between these two elements is also influenced and mediated by other factors, as demonstrated by the findings of the current study and earlier research in the literature. Therefore, this study suggests that more research be done on the many factors that influence new employees' performance at work and the contribution of information sharing on error reduction (Muda et al. 2014).

Theoretical contribution

The study has the following theoretical contributions. Firstly, it contributes to a deeper understanding of the importance of supervisors' information-sharing effects on the behavioural outcomes of new employees during their socialisation stage. This research can expand on social learning theory by illustrating how supervisors act as role models and information sources for new employees. It can demonstrate how effective information sharing can facilitate observational learning and help new employees internalise best practices, thereby reducing errors.

Secondly, the study fosters the COR theory; initially, resource gain may not always reveal resource gain in the future as well by looking at the mediating mechanisms between the outcomes of new employees' error reduction and the SIS. Additionally, studies suggest that individual differences; and social skills, in particular, are critical in moderating leader-member relationships (Chen et al. 2017; French et al. 2020). The research contributes to organisational socialisation theory by highlighting how supervisors' information-sharing practices can accelerate the socialisation process for new employees, facilitating faster adaptation and competence in their roles. It can provide insights into the specific types of information that are most beneficial for reducing errors.

Thirdly, the study contributes to the understanding of organisational socialisation processes by highlighting the importance of supervisors' information sharing during the initiation process. The study can contribute to theories of knowledge transfer by elucidating the mechanisms through which supervisors share tacit and explicit knowledge with new employees.

Furthermore, under institutionalised socialisation strategies, the newcomers with an external work locus of control demonstrated stronger social integration and embeddedness and reduced turnover, but under individualised approaches, they demonstrated poorer social integration and embeddedness and higher turnover (Deery & Shaw 1997). Moreover, the transition from customised to institutionalised techniques resulted in a nine-fold decrease in turnover. However, in terms of their social integration, embeddedness, or turnover, new employees with an internal work locus of control were less impacted by either socialisation technique approach (Peltokorpi et al. 2022).

Practical implications

This study provides the practical implications for strategic transformation and innovative decision-making. Initially, hotels should leverage the positive effect of supervisors' information-sharing trends on new employees' error reduction, reducing employees' emotional exhaustion factors in the workplace. Subsequently, hotels should adopt a flexible approach to the relationship between supervisors' information-sharing and information-seeking dyads, making rational use of this relationship to build new employees' positive affect in the workplace. For example, in hotels, the new employees' socialisation stage when they get the experience of supervisors' information sharing, could develop a sense of positive affect on their organisation.

Ultimately, hotels should emphasise the coordinated development of multiple factors contributing to employee

error reduction. Supervisors' information sharing is just one aspect affecting employee error reduction, and hotels should accumulate resources from various aspects, enhance capabilities and actively plan and gradually promote the development of error reduction initiatives systematically. The research could lead to improvements in new employees' socialisation processes by highlighting the significance of clear and comprehensive information sharing from supervisors to new employees.

Limitations and future research directions

Although our work has explored the impact of supervisors' information sharing on new employees' error reduction, it inevitably exists several limitations. Firstly, this study relies on the effect of supervisors' information-sharing benchmarks to measure the relative effect on new employees' error reduction, which tends to be an outcome-oriented perspective and may not fully capture the dynamic evolution of the hotel industry. Future research could construct error reduction indicators from new employees' perspectives such as co-worker's information sharing and new employees' intrinsic motivation. For example, a high level of intrinsic motivation and empathy of the co-workers in sharing work and non-work-related information could further develop these research findings. Secondly, in the face of external shocks, hotels require comprehensive coordination to maintain the stability of new employees to effectively reduce their errors in the workplace. Future research could delve into how heterogeneous variables, leaders' cognition and capabilities regarding new employees affect new employees' error reduction during their socialisation stage.

Acknowledgements

Competing interests

The authors declare that they have no financial or personal relationships that may have inappropriately influenced them in writing this article.

Authors' contributions

T.A.B. contributed to the conceptualization, methodology, software, formal analysis, data curation and the writing and editing of the original draft. M.Z. contributed to the conceptualization, methodology, data curation, validation, software investigation, resources, supervision and the funding acquisition. C.C. contributed to the conceptualization, methodology, software, validation and editing the original draft.

Data availability

The raw data supporting the conclusions of this article will be made available, upon request from the corresponding author, T.A.B.

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