

A Study on the Impact of Hotel Supervisor Leadership Styles on Employees' Organizational Citizenship Behavior with Service Management Implications

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Abstract: This study aims to explore the relationship between hotel supervisors' leadership styles (transformational and transactional leadership), organizational commitment, and organizational citizenship behavior (employees, company, and customers). A questionnaire survey was conducted among hotel industry employees, resulting in 410 valid responses. The empirical results show that both transformational and transactional leadership styles of hotel supervisors enhance employees' organizational commitment; these leadership styles also strengthen employees' citizenship behavior towards colleagues, the company, and customers. Furthermore, increased organizational commitment among employees enhances their organizational citizenship behavior. This article reveals how transformational and transactional leadership influence organizational commitment and citizenship behavior, offering strategies for hotel management. Future research could explore these dynamics across different organizational cultures and hotel types to enhance the depth and generalizability of the findings.

Keywords: Organizational citizenship behavior, organizational commitment, service management, transformational leadership, transactional leadership

1. Introduction

1.1. Research background

With the easing of the COVID-19 pandemic, businesses can retain current employees and attract new ones by enhancing corporate social responsibility and ensuring employee well-being, thereby providing job security and facilitating business recovery, which helps increase employee organizational loyalty by Filimonau et al. [8]. Conversely, employee insecurity and vulnerability may negatively impact future recruitment of hotel employees, as noted by Mao et al. [17]. Leaders play a crucial role in setting examples and influencing employees to participate in organizational activities, thereby promoting positive intra-role and extra-role behaviors among members, as discussed by Asgari et al. [1] and Luo et al. [15].

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Leaders play a significant role in shaping employees' emotions (morale), motivation, performance, and behaviors, as noted by Çelik et al. [3]. Employees view supervisors as key figures who drive the organization forward by crafting and communicating future visions, according to Quintana et al. [24]. Supervisors also support employees in problem-solving and provide individualized care, fostering emotional attachment and commitment to the organization, as stated by Lee et al. [13]. When supervisors set high standards, employees tend to identify more with them, which builds trust in the organization and strengthens recognition, thereby positively impacting organizational commitment, as highlighted by Chiang and Wang [4] and Quintana et al. [24]. Therefore, examining the impact of supervisors' leadership styles on employees' positive psychological factors is essential for organizations navigating internal and external environmental challenges.

1.2. Research motivations and objectives

Supervisor leadership styles can influence employees' organizational commitment, as highlighted by Luo et al. [15]. Previous research has demonstrated that transformational leadership positively affects organizational commitment, according to Chiang and Wang [4]. Transformational leadership motivates employees to exhibit greater loyalty to the organization, as noted by Lee et al. [13]. Transactional leadership, on the other hand, emphasizes interpersonal transactions between leaders and employees, rewarding employees for meeting work goals and thus enhancing both performance and organizational commitment, as noted by Juhary et al. [10]. Transformational leadership fosters organizational commitment and performance through inspiration and encouragement. Therefore, understanding the relationship between hotel supervisors' leadership styles—transformational and transactional leadership—and employees' organizational commitment serves as a key motivation for this study.

Transformational leaders are attentive to their followers, encouraging optimism and goal achievement, which enhances organizational citizenship behavior, as noted by Purwanto et al. [23]. In contrast, transactional leaders address employees' basic needs and work perspectives, using rewards and punishments to correct errors and deviations, thereby boosting work enthusiasm and organizational citizenship behavior, as discussed by Asgari et al. [1]. Thus, examining the relationship between hotel supervisors' leadership styles—transformational and transactional leadership—and employees' organizational citizenship behavior constitutes another motivation for this study.

Organizations must address employees' needs and provide a sense of security in varied operational environments, fostering normative commitment and extra-role behavior, as suggested by Bakhshi et al. [2] and Tan et al. [30]. Employees who feel a sense of belonging and emotional attachment to a trustworthy organization tend to uphold ethical principles and demonstrate improved performance and organizational citizenship behavior, as noted by Yoon et al. [33]. By enhancing attendance rates, organizations can reduce dissatisfaction and turnover intentions while promoting organizational citizenship behavior. Providing flexible working hours and clear work goals increases employees' sense of belonging and loyalty, further encouraging organizational citizenship behavior, according to Purwanto et al. [4] and Ulndag et al. [5]. Therefore, examining the relationship between hotel employees' organizational commitment and organizational citizenship behavior is another motivation

for this study.

Overall, this study aims to construct and validate a model of the relationship between supervisors' leadership styles (transformational and transactional leadership), organizational commitment, and organizational citizenship behavior among hotel employees, and to explore the mediating effect of organizational commitment between supervisors' leadership styles and organizational citizenship behavior.

2. Literature Review

2.1. Transformational and transactional leadership styles

Leadership is a guiding process that offers members straightforward methods to achieve goals, as described by Asgari et al. [1], or a process where members work toward objectives with the guidance and support of their leader after company goals are set, as noted by Çelik et al. [3]. Leaders inspire others to pursue shared goals, providing role models and influence that encourage members to engage in organizational activities and foster organizational citizenship behavior, as emphasized by Purwanto et al. [23], Kadiyono et al. [11], and Asgari et al. [1].

When employees view supervisors as drivers who can create and communicate visions, set goals, and provide rewards, they develop trust in their supervisors, thereby increasing their satisfaction and commitment to work, as noted by Quintana et al. [15]. The contrasting leadership styles of transformational and transactional leadership are frequently discussed. Transformational leadership involves leaders setting high expectations for employee performance, respecting their needs, and encouraging innovation, as described by Chiang and Wang [2]. These leaders assist employees in addressing significant organizational issues and foster professional commitment, as noted by Quintana et al. [15]. Through providing vision, establishing group goals, assigning challenging responsibilities, and offering personalized support, transformational leaders influence employees' values, goals, and aspirations, incorporating elements like inspiration, intellectual stimulation, individualized consideration, and rewards, as highlighted by Lee et al. [13] and Luo et al. [15].

Transactional leadership, on the other hand, operates on a "reward" and "punishment" basis, where leaders clarify roles and task requirements, offering physical or psychological rewards in exchange, as described by Quintana et al. [24]. This style emphasizes honesty, responsibility, and reciprocal exchange, with leaders using rewards to incentivize subordinates' hard work, aligning benefits with the value of their work, as discussed by Purwanto et al. [23]. It includes aspects like contingent rewards and management by exception, as mentioned by Chiang and Wang [4]. In the hotel industry, where on-site supervisors interact most frequently with service personnel, their leadership behavior has a strong influence on employees' attitudes and behaviors, as stated by Luo et al. [15].

2.2. Organizational commitment

Organizational commitment represents the emotional attachment employees feel toward the organization's goals and values, showing their identification with and engagement in the organization, as noted by Çelik et al. [3] and Sarhan et al. [27]. This commitment is considered a psychological state that defines the relationship between employees and the

organization, indicating the likelihood of employees remaining within the organization, as described by Suheny et al. [28]. Through this process, organizational members demonstrate their concern for the organization's success and sustainability, as highlighted by McCunn and Gifford [18]. When employees cultivate a sense of belonging and psychological identification with the organization, their level of organizational commitment increases, making them more likely to exhibit organizational citizenship behavior.

Supervisor leadership styles and organizational culture play a significant role in influencing employees' organizational commitment. When these elements align with employees' expectations or when employees feel cared for by the company, their level of organizational commitment tends to increase, as described by Sarhan et al. [27]. Organizational commitment affects both organizational citizenship behavior as noted by Bakhshi et al. [2] and Ulndag et al. [31], and turnover intentions according to Ulndag et al. [31]. It is impacted by factors such as leadership styles as mentioned by Muthia and Krishnan [21], organizational culture by Sarhan et al. [27], organizational citizenship behavior by Tan et al. [30] and Yoon et al. [33], and job satisfaction by Çelik et al. [3].

2.3. Organizational citizenship behavior

Organizational citizenship behavior (OCB) encompasses voluntary actions that exceed formal job requirements, aimed at supporting organizational effectiveness. This behavior enhances the work environment and contributes positively to company operations, as highlighted by Suheny et al. [28] and Supriadi et al. [29]. When leaders foster two-way relationships and treat employees well, employees often reciprocate with organizational citizenship behavior, as noted by Khan et al. [12]. This behavior is especially crucial in the hotel industry, where it fosters employee loyalty, strengthens pride in the organization, and improves retention rates, according to Tan et al. [30]. Key factors such as leadership styles, organizational trust, job satisfaction, organizational commitment, and fairness lay essential foundations for encouraging organizational citizenship behavior, as discussed by Lian and Tui [14].

Employees' organizational citizenship behavior fosters innovation and risk-taking, focuses on work details and employee development, and values teamwork and collaboration for task completion, as described by Muhtasom et al. [20] and Yoon et al. [33]. These employees exhibit dedicated self-fulfillment behaviors, aligning with the organization's goals and values, thereby showing high levels of organizational citizenship behavior, as noted by Muhtasom et al. [20]. Companies can encourage employees to appreciate core values, build a trustworthy image, and strengthen commitment through internal training, helping them gain a deeper understanding of the organization and thus promoting both organizational commitment and citizenship behavior, according to Ulndag et al. [31] and Yoon et al. [33].

2.4. Model hypothesis development

2.4.1. The impact of hotel supervisor leadership styles on organizational commitment

The relationship between leadership styles and organizational commitment is shaped by the interaction between leaders and followers. Leaders enhance employees' loyalty to the organization by addressing problems, offering personalized support, and motivating them,

as discussed by Lee et al. [13]. In the hotel industry, where hotels function as large teams, communication between supervisors and employees is especially critical. Middle management and frontline service staff interact frequently, making supervisors' leadership behavior a key influence. This behavior shapes employees' attitudes and actions, prompting them to consider significant organizational issues and encouraging career commitment. Such leadership not only boosts job satisfaction but also lowers turnover rates, as noted by Çelik et al. [3], Luo et al. [15], and Quintana et al. [24]. Based on this, the following research hypothesis is proposed:

Hypothesis 1: Hotel supervisors' leadership styles have a positive impact on employees' organizational commitment.

2.4.2. The impact of hotel supervisor leadership styles on organizational citizenship behavior

In the hotel industry, supervisors work closely with frontline service personnel, and their leadership behavior greatly influences employees' attitudes and behaviors, as noted by Asgari et al. [1] and Luo et al. [15]. Organizational citizenship behavior (OCB) contributes positively to organizational objectives by fostering employee loyalty and pride, reducing errors, seeking solutions, enhancing teamwork, and improving service quality, which ultimately boosts employee performance, according to Tan et al. [30]. Transformational leaders inspire their followers to pursue organizational goals, thereby enhancing OCB, as described by Purwanto et al. [23]. Conversely, transactional leaders emphasize meeting employees' fundamental needs and addressing work issues through reward and punishment mechanisms, which increases work enthusiasm and OCB, as noted by Asgari et al. [1]. Based on this, the following research hypothesis is proposed:

Hypothesis 2: Hotel supervisors' leadership styles have a positive impact on employees' organizational citizenship behavior.

2.4.3. The impact of employees' organizational commitment on organizational citizenship behavior

When employees' goals align with organizational needs, they experience a sense of belonging and exhibit strong organizational commitment, increasing the likelihood of displaying organizational citizenship behavior (OCB), as discussed by Ramay [25], Devece et al. [7], and Redman and Snape [26]. Organizational commitment plays a crucial role in fostering OCB, as highlighted by Pourgaz et al. [22], since loyal employees demonstrate their support for the company through their actions, according to Zheng et al. [34]. High organizational commitment motivates employees, building an emotional attachment to the organization that drives OCB, making them more willing to invest time and energy in the company, as noted by Bakhshi et al. [2], Lee et al. [13], and Yoon et al. [33]. Based on this, the following research hypothesis is proposed:

Hypothesis 3: Employees' organizational commitment in the hotel industry positively impacts their organizational citizenship behavior.

3. Research Methods

3.1. Research framework

Based on the aforementioned research hypotheses 1, 2, and 3, this study has developed the research framework shown in Figure 1. Specifically, hotel supervisors' leadership styles (transformational leadership, transactional leadership) positively and significantly influence organizational commitment and organizational citizenship behavior, and organizational commitment positively and significantly influences organizational citizenship behavior.

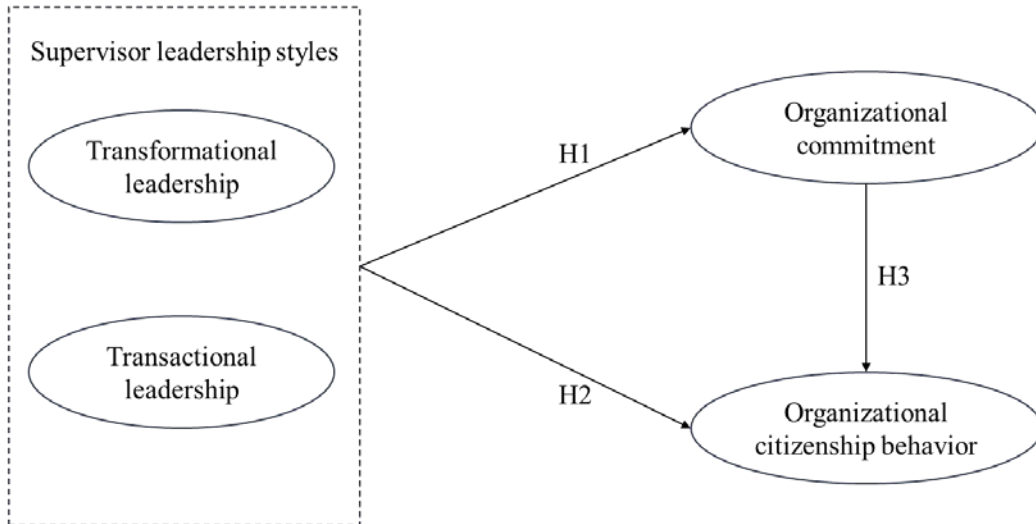


Figure 1. Research structure model

3.2. Research objects and sampling methods

- (1) **Pilot survey:** In February 2023, a pilot survey was conducted targeting hotel employees using a convenience sampling method. The questionnaires were distributed within hotel industry employee groups. A total of 180 questionnaires were distributed, and 162 valid responses were collected.
- (2) **Formal survey:** The formal survey was conducted from March to April 2023, using a convenience sampling method targeting hotel employees across Taiwan. A total of 410 valid responses were collected from the distributed questionnaires.

3.3. Research tools

- (1) **Leadership style scale:** The leadership style scale developed by Luo et al. [15] and later revised by Chiang and Wang [4] was used to measure the leadership styles of hotel supervisors. This scale comprises dimensions assessing transformational leadership with 11 items and transactional leadership with 7 items, totaling 18 items.
- (2) **Organizational commitment scale:** The organizational commitment scale, adapted from Sarhan et al. [27] and Mowday et al. [19], was employed to assess the level of organizational commitment among hotel employees. This scale includes items measuring effort commitment (4 items), value commitment (5 items), and retention commitment (4 items), totaling 13 items.

- (3) **Organizational citizenship behavior scale:** The organizational citizenship behavior scale for hotel employees was adapted from the study by Ma et al. [16]. To maintain simplicity and effectiveness, the top 4 items with the highest factor loadings in each dimension were selected. The scale consists of items measuring individual citizenship behavior (4 items), company-oriented citizenship behavior (4 items), and customer-oriented citizenship behavior (4 items), totaling 12 items.
- (4) **Organizational culture scale:** The organizational culture scale, adapted from Sarhan et al. [27] and tailored to the hotel industry, was streamlined by omitting bureaucratic culture due to its limited relevance in this context. The scale retained only the innovative and supportive culture dimensions, selecting items with the highest factor loadings for each. This resulted in 3 items measuring innovative culture and 3 items measuring supportive culture, totaling 6 items.
- (5) **Socioeconomic background variables:** These include gender, marital status, age, education level, whether the field of study is related, department, and years of service, totaling 7 items.

3.4. Scale reliability and validity analysis

The reliability of the scales for transformational leadership, transactional leadership, organizational commitment, and organizational citizenship behavior was tested using the pilot sample. The reliability coefficients for each scale ranged from 0.76 to 0.95. Additionally, the scales met the standards for mean, standard deviation, skewness, kurtosis, item-total correlation, and extreme value tests.

4. Results

4.1. Description of socioeconomic background of research sample

The socioeconomic background of the 410 valid respondents shows that the majority were female (60.5%), with most being unmarried (81.5%) and under the age of 30 (48.8%). In terms of education, 80.5% were university graduates, followed by high school graduates (11.2%). 70.7% of the respondents had graduated from related fields. The majority worked in the guest services department (33.9%), followed by other departments (29.3%). Regarding years of service in the company, the majority had been employed for 3 years (29.3%), followed by 1 year (20.2%). In terms of years working in the hotel industry, 27.3% had 3 years of experience, and 25.1% had 7 years or more. The majority had worked with their supervisors for 3 years (28.8%), followed by 1 year (21.7%).

4.2. Measurement model analysis

- (1) **Convergent validity:** For transformational leadership, transactional leadership, organizational commitment, and organizational citizenship behavior, the standardized factor loadings of each item ranged from 0.54 to 0.83, individual reliability ranged from 0.29 to 0.68, composite reliability ranged from 0.67 to 0.84, and average variance extracted (AVE) ranged from 0.40 to 0.64. Overall, these data indicate good convergent validity.

- (2) **Discriminant validity:** The square roots of the AVE for each sub-dimension ranged from 0.63 to 0.80, and these values exceeded the correlations between other sub-dimensions, indicating good discriminant validity, as suggested by Hair et al. [1].

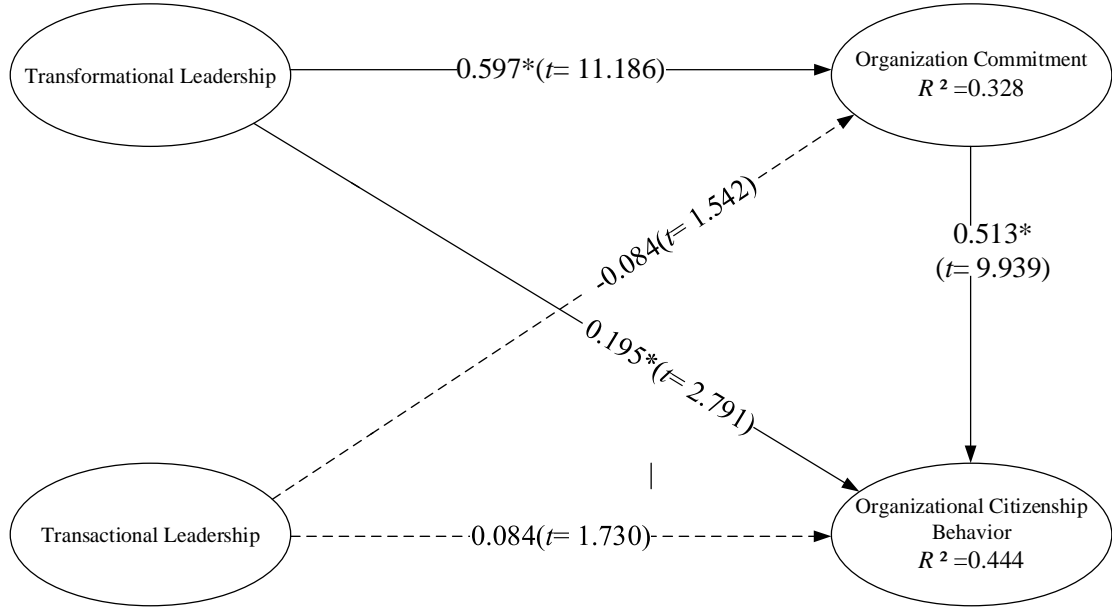


Figure 2. Overall PLS structure model diagram

4.3. Overall model analysis

In this study, transformational leadership and transactional leadership were used as exogenous latent variables, and organizational commitment and organizational citizenship behavior were used as endogenous latent variables for overall model analysis. The partial least squares (PLS) statistical analysis results are shown in Figure 2 and Table 1. The overall model's SRMR value was 0.076, the d_ULS value was 0.454, the Chi-Square value was 686.527, and the NFI value was 0.791, indicating acceptable fit. This demonstrates that the research sample is adequate and has good predictive and explanatory power, allowing for subsequent analysis. The results of hypothesis testing are as follows:

- (1) **Hotel supervisors' leadership styles have a positive and significant impact on employees' organizational commitment.**

Transformational leadership has a positive and significant impact on organizational commitment, with a standardized regression coefficient of 0.597 and a t-value of 11.188. Transactional leadership does not have a significant impact on organizational commitment, with a standardized regression coefficient of 0.084 and a t-value of 1.542. This study confirms Hypothesis H1, that transformational leadership positively affects employees' organizational commitment. When supervisors exhibit good leadership abilities, employees learn from their supervisors, develop trust, and form attachments to the company, thereby increasing organizational commitment. Transformational leadership is more likely to enhance employees' organizational commitment.

(2) Hotel supervisors' leadership styles have a significant positive impact on organizational citizenship behavior.

Transformational leadership has a standardized regression coefficient of 0.195 and a t-value of 2.791 for organizational citizenship behavior. Transactional leadership has a standardized regression coefficient of 0.084 and a t-value of 1.730, reaching statistical significance. This study confirms Hypothesis H2, that supervisors' leadership styles positively affect employees' organizational citizenship behavior. When employees perceive their supervisors exhibiting transformational leadership, they tend to increase their organizational citizenship behavior because this style emphasizes care and recognition for employees. Conversely, transactional leadership does not significantly influence employees' organizational commitment and citizenship behavior, as it is more focused on reward and punishment management and lacks the emotional attachment needed to foster organizational commitment.

Table 1. Path coefficients of the model

Direct influence	Standardized parameter values	<i>t value</i>	R^2
Transformational leadership→Organizational Commitment	0.597	11.186*	0.328
Transactional leadership→Organizational Commitment	-0.084	1.542	
Transformational leadership→Organizational Citizenship Behavior	0.195	2.791*	0.444
Transactional leadership→Organizational Citizenship Behavior	0.084	1.730	
Organizational Commitment→Organizational Citizenship Behavior	0.513	9.939*	
Indirect influence	Standardized parameter values	<i>t value</i>	Confidence interval
Transformational leadership→Organizational Commitment→Organizational Citizenship Behavior	0.306	8.197*	[0.233, 0.379]
Transactional leadership→Organizational Commitment→Organizational Citizenship Behavior	0.043	1.504	[-0.014, 0.100]

* $p < .05$

(3) Employees' organizational commitment in the hotel industry has a significant positive impact on organizational citizenship behavior.

Employees' organizational commitment positively influences organizational citizenship behavior, with a standardized regression coefficient of 0.513 and a t-value of 9.959, reaching statistical significance. This study confirms Hypothesis H3, that employees' organizational commitment positively affects their organizational citizenship behavior.

(4) Transformational leadership by hotel supervisors has a mediating effect on organizational citizenship behavior through organizational commitment.

The mediating effect of transformational leadership on organizational citizenship behavior through organizational commitment is 0.306, with a confidence interval between 0.233 and 0.379, not including 0, reaching statistical significance ($p < 0.05$). The mediating effect is established. The mediating effect of transactional leadership on organizational citizenship behavior through organizational commitment is 0.043, with a confidence interval between -0.014 and 0.100, including 0, not reaching statistical significance ($p > 0.05$). The mediating effect is not established.

4.4. Discussion

This study verifies that "supervisors' leadership styles (transformational leadership, transactional leadership)" have a significant positive impact on "employees' organizational commitment" and "employees' organizational citizenship behavior." The detailed explanations are as follows:

- (1) The impact of different supervisors' leadership styles on employees' organizational commitment is significant. Supervisors who demonstrate transformational leadership can build trust with employees, act as role models, and positively influence employees' organizational commitment, as noted by Chiang and Wang [4], Walumbwa et al. [32], and Luo et al. [15]. This aligns with the findings of Dai et al. [5], which suggest that transformational leadership aids employees in achieving goals through modeling and encouragement. In contrast, transactional leadership, which prioritizes norms over emotions, tends to reduce employee identification with the company, resulting in lower organizational commitment.
- (2) The impact of supervisors' transformational and transactional leadership styles on employees' organizational citizenship behavior is notable, as leadership styles act as communication channels between supervisors and employees. When supervisors demonstrate concern for employees, it fosters psychological attachment to the company and encourages employees to contribute to the organization as a form of reciprocity, as noted by Tan et al. [30]. According to Dartey-Baah et al. [6], transformational leadership—through inspiration, intellectual stimulation, and leader charisma—shapes employees' behaviors, resulting in high organizational citizenship behavior. Meanwhile, transactional leadership, through mechanisms such as contingent rewards or management by exception, enhances employees' work engagement and organizational citizenship behavior, promoting positive relationships with subordinates and further strengthening organizational citizenship behavior. Examples within the service management context include transformational leadership empowering employees to

recover from service failures by taking proactive steps, which improves customer satisfaction, while transactional leadership can provide structured guidance that supports consistency in customer flow at touchpoints like check-in and room service.

- (3) The impact of employees' organizational commitment on their organizational citizenship behavior is significant, as organizational citizenship behavior reflects a positive performance for the company. By addressing employees' needs and fostering a sense of security, companies encourage employees to express their recognition of and emotional attachment to the organization through organizational citizenship behavior, as highlighted by Bakhshi et al. [2], Ulndag et al. [31], and Yoon et al. [33]. Strengthening employees' identification with and commitment to the organization helps promote behaviors that support colleagues and contribute to organizational goals. In high-demand service environments, leadership styles play a critical role in supporting employees' resilience; transformational leadership fosters a supportive atmosphere that helps employees manage stress and adapt to high service demands, while transactional leadership provides clear guidelines to maintain service standards and ensure customer satisfaction during peak times.
- (4) The mediating effect of organizational commitment between supervisors' transformational leadership style and organizational citizenship behavior: The analysis of the mediating effect underscores the importance of organizational commitment in the organizational citizenship behavior model. Simply aligning supervisors' and employees' common needs and goals partially impacts organizational citizenship behavior. For instance, transformational leaders inspire employees to enhance customer interactions during peak times, facilitating adaptability and improving customer experience. More importantly, transformational leaders inspire employees, fostering mutual growth and enhancing both parties' identification with and commitment to the organization, resulting in a sense of belonging and willingness to contribute positively to the organization.

5. Conclusion and Recommendations

5.1. Conclusions

In conclusion, this study confirms that supervisors' leadership styles, particularly transformational and transactional leadership, have a significant positive impact on employees' organizational commitment and organizational citizenship behavior. Transformational leadership, by building trust and acting as a role model, fosters strong organizational commitment among employees, while transactional leadership, through contingent rewards, enhances employees' work engagement and organizational citizenship behavior. Additionally, the study highlights that organizational commitment serves as a crucial mediator between transformational leadership and organizational citizenship behavior, reinforcing the importance of nurturing employees' attachment to the organization to encourage positive contributions. Overall, the findings emphasize the pivotal role of leadership in shaping employee attitudes and behaviors, ultimately benefiting organizational performance.

5.2. Practical recommendations

- (1) Supervisors should use caring and encouraging leadership styles to increase employees' commitment to the hotel: When supervisors exhibit good leadership skills, they enhance employees' commitment to the hotel. Transformational leadership, through care and encouragement, increases employees' commitment. In addition to regular work interactions, supervisors can engage with employees over meals to discuss their current situation, making them feel cared for and thereby enhancing their commitment to the hotel. This approach also encourages employees to take initiative in addressing service bottlenecks, such as handling long queues or high customer demand, contributing to more effective queue management and time optimization.
- (2) Supervisors should lead by example and set goals to reinforce employees' extra-role behaviors: By demonstrating transformational leadership, supervisors provide different ways for employees to handle problems, thereby enhancing organizational citizenship behavior. Examples include sharing work experiences and leading by example. Additionally, transactional leadership involves setting business goals and rewarding employees upon achieving these goals, such as verbal encouragement or buying drinks, which helps improve service quality and maintain the hotel's standards. Clear structuring of tasks through transactional leadership can also optimize customer flow across various service touchpoints, such as check-in and room service, enhancing overall service delivery and operational efficiency.
- (3) Cultivate employees' centripetal force towards the organization to increase extra-role behaviors: Higher employee commitment to the company positively influences organizational citizenship behavior. Supervisors act as communication bridges between employees and the company, fostering commitment and organizational citizenship behavior. When employees raise work-related issues or propose new ideas, supervisors should discuss and respond to them, making employees feel supported and valued, thereby encouraging them to stay with the hotel and promote its products and services.

5.3. Recommendations for future academic research

- (1) Future research could incorporate different types of organizational culture, such as individualistic culture, collectivist culture, innovative culture, and supportive culture, to explore the model in various organizational contexts.
- (2) This study focused on employees in Taiwan's hotel industry. Future research could build on this by referencing Quintana *et al.* [24] and incorporating different hotel types (chain vs. independent) as moderating variables to explore variations in this model across various types of hotels.
- (3) This study employed a purely quantitative data collection approach. Future research could incorporate qualitative methods such as interviews and observations to collect data, enabling cross-validation between quantitative and qualitative findings, thereby enhancing the generalizability and depth of the research.

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