

Employee Loyalty during Slowdown of Covid 19: Does Satisfaction and Trust Matter?

by I Wayan Edi Arsawan

Submission date: 24-May-2021 10:17AM (UTC+0700)

Submission ID: 1592764359

File name: Revised_Paper.docx (180.27K)

Word count: 9249

Character count: 53786

Employee Loyalty during Slowdown of Covid 19: Does Satisfaction and Trust Matter?

Abstract

Purpose- This research aims to test employee loyalty in the hotel industry, particularly during the Covid-19 pandemic. This study examines and explains the relationship between leader support in building job satisfaction, trust, and employee loyalty. Also, this research aims to test and explain the role of satisfaction and trust as mediator variables.

Design/methodology/approach – This research used a quantitative design by distributing questionnaires to 206 employees of the 97 hotels in Bali, Indonesia, particularly during pandemic Covid 19. The research data were then analyzed using Wrap-PLS software.

Findings: The results revealed that leader support did not have a significant effect on loyalty. Satisfaction and trust act as double mediators in leaders' support and loyalty relationships.

Research limitations and implications- Employees need leaders' support to remain loyal to their organization in a slowdown situation due to the Covid 19 pandemic and its various challenges.

Originality/ Value- Research on the effects of the Covid 19 pandemic on various sectors has been comprehensive. However, the research that invests in employee loyalty in the hospitality industry is still rare. This study analyzes the loyalty of hotel employees, particularly when the tourism sector is experiencing a slowdown. This study also examines the role of trust and satisfaction as mediating relationships between leaders' support and loyalty, which have not been widely analyzed in previous studies.

Keywords- Leader support, Employee Satisfaction, Trust and Employee loyalty

Paper type Research paper

1. Introduction

The hotel business supports the tourism industry and a country's economy. However, the Covid-19 pandemic had a tremendous effect on the tourism sector (John, 2020; Škare *et al.*, 2021). This condition proves that the tourism sector is fragile (Kaushal and Srivastava, 2021). It requires an appropriate response to ensure resilience and sustainability (Sobaih *et al.*, 2021). During a pandemic, efforts to maintain the hotel industry's resilience keep employee loyalty (Ding and Jiang, 2021) and determine the correct leadership pattern (Pillai *et al.*, 2021). Therefore, the hotel industry still supports a country's economy (Yao *et al.*, 2019).

Along with developing the tourism business, the various empirical literature has examined various aspects that improve human resources competence to provide services that refer to international standards (Hewagama *et al.*, 2019). Nevertheless, the literature that discusses the hotel business problems has not been carried out systematically and deeply. As a result, several problems emerged, such as the role of leadership and human resource management (Tsang and Hsu, 2011; Yao *et al.*, 2019), innovative work behavior (Arsawan *et al.*, 2018), disaster management framework (Hao *et al.*, 2020), as well as consumer behavior (Chen and Wang, 2019). Employees are internal consumers that feel the internal conditions of the company. Therefore, they are willing to be loyal to their organization (Book *et al.*, 2019). This fact needs to investigate that employee loyalty can reduce human resource turnover after the Covid 19 pandemic, particularly in the hospitality industry.

Based on this phenomenon, this study closes four research gaps. First, the hotel business is promising and has swift business growth (Bocken, 2017). The rapid growth of this business results in significant job opportunities for each employee. The employee is possible to move from one hotel to another. However, since the Covid-19 pandemic, the hotel industry has been hit hard and has been hit hardest (Davahli *et al.*, 2020). The pandemic situation forces companies to cut employee income, work part-time jobs, and temporarily turn off employees. As a result, many employees have tried other job alternatives to generate income. This condition makes the hotel industry experience the potential to lose potential employees. The pandemic is also a test of employee loyalty to the hotel where they work, particularly in city tourism. It cannot be denied that city tourism experience a bigger pandemic impact than tourism in rural areas. This study tests the causal relationship of employee loyalty in the hotel industry, considering that this industry is experiencing a slowdown due to the Covid 19 pandemic. This crisis requires various thoughts on how to pay attention to sustainable labor (John, 2020). Therefore, this study explores the level of employee trust and employee satisfaction with their loyalty to return to work in the post-pandemic hotel sector.

Second, the Covid-19 pandemic has caused the hotel industry to collapse. This situation presents extraordinary challenges for business leaders in decision-making (Dirani *et al.*, 2020), particularly regarding employee termination. In the human resource-based hotel industry, employees are the most valuable assets to achieve optimal performance (Kurian, 2018; Muduli, 2015). Losing potential employees is interpreted as a loss of knowledge (Ramlall, 2004). Leaders must provide emotional and interpersonal support, positive reinforcement, and intensive communication, particularly during the pandemic (Dirani *et al.*, 2020). Also, the research examines leaders' role in providing protection is still rare (Book *et al.*, 2019; Flores-Zamora and García-Madariaga, 2017; Wang *et al.*, 2017). There is no research linking leaders' role with trust and employee satisfaction in measuring employee loyalty (Yue *et al.*, 2019; Zeffane and Melhem, 2017). Thus, this study examines the role of leader support in creating employee satisfaction, employee trust, and employee loyalty.

Third, there are different views regarding the concept of employee loyalty. In the traditional human resource view, employee loyalty has not been considered a crucial phenomenon (Farrukh *et al.*, 2019). This assumption causes employee loyalty to be seen as a simple model (Gaber and Fahim, 2018). On the other hand, marketing science reveals that loyalty includes aspects of individual expectations, attitudes, and behavior (Fernandes *et al.*, 2020). Therefore, companies need to pay attention to employee attitudes and expectations to increase their loyalty. This research is a benchmark for further research that discusses the determinants of employee loyalty in the hotel industry.

This study explores the leader support role in building trust to increase employee satisfaction and loyalty in a single model. Specifically, this study investigates the role of employee satisfaction and employee trust as mediating the effects of leader support and employee loyalty (expectations, attitudes, and behavior). Given that satisfaction is a strong predictor of increasing employee loyalty (Chang *et al.*, 2010). Also, trust is needed to positively influence openness to change (Yue *et al.*, 2019). It is hoped that the role of employee satisfaction and trust can increase leadership support for loyalty.

Theoretically, this study elaborates on the social exchange theory that employees will survive if they get something from the organization (Blau, 1964). Practically, this research provides an effective solution for the tourism industry to reengage current inactive employees. This condition will build employee loyalty because employees feel appreciated and part of the company. The other essential benefit is overcoming problems related to employee turnover before the Covid 19 Pandemic and addressing the various problems caused by the Covid 19 Pandemic.

The next section of this paper presents the literature review, including the formulation of research hypotheses. The third section describes the research methodology and discussion. The last section contains conclusions and suggestions for future research.

2. Literature review and hypotheses development

Social Exchange Theory

Social exchange theory is described as a voluntary action that is motivated by a match between expectations and what they get (Blau, 1964). Social exchange theory has a central premise that exchanging social processes and material resources is the primary form of human exchange. This theory supports that individuals can develop their behavior based on future expectations and make them loyal to their organization (Rosenberg and Turner, 2017). Social exchange is a special consideration in confident leaders that promote interaction with subordinates (Lehmann-Willenbrock *et al.*, 2015). The leaders that provide needed support, consult on important decisions, provide more autonomy, and remove unnecessary bureaucratic obstacles will influence the behavior of subordinates (Kim and Beehr, 2018). Hsieh and Wang (2015) also explain that trust is the most strongly variable influencing personal attitudes and behavior. Trust is fundamental in cooperative relationships, and trust is the emotional glue that binds followers and leaders (Bennis and Nanus, 1985; Blau, 1964). Trust leads to positive results such as increased employee satisfaction (Dirks and Ferrin, 2002).

2.1 Leader Support

The conventional theory is a conceptual basis where leader behavior is related to perceptions and support that influence employee behavior (Amabile *et al.*, 2004). The conventional theory shows the leader's positive behavior can be a model in providing services, planning, and setting goals (Amabile *et al.*, 2004). The leader's support can also influence subordinates through skill development, project handling, and increasing intrinsic motivation (Smith-Jentsch *et al.*, 2005). In the last few decades, leadership support has played an essential role in improving organizational performance (Para-González *et al.*, 2018). The form of leadership support is to carry out the organization's maintenance, such as organizing resources effectively, explaining the factors that become expectations and work standards, compiling information, and solving problems (Cheung and Wong, 2011). Leaders' support should lead to efforts to build employee trust and loyalty through an interpersonal relationship approach. Leaders that support their subordinates through ethical behavior can encourage employees to make positive social exchanges (Wang, Yang, *et al.*, 2017).

2.2 Employee Satisfaction

Employee satisfaction is an essential factor in determining employee behavior (Chen and Wang, 2019). Satisfaction shown is highly dependent on organizational behavior (Chandra *et al.*, 2019), such as employee commitment (Lok and Crawford, 1999; Rustiarini *et al.*, 2021). Attitudes and cognition indicate employee satisfaction toward their work environment.

10

Employee satisfaction is defined as an emotional state that arises from employees' assessments (Al-Sada *et al.*, 2017; Chang *et al.*, 2010), one of which is related to employee feelings about work (Hassan *et al.*, 2013). Employee satisfaction is a consequence of events and an indicator of personal and organizational well-being (Cho and Park, 2011). Employee satisfaction levels are always associated with their attitudes towards work, compensation, and employers (Ko and Choi, 2019). This condition will determine whether to move to another workplace (Liu *et al.*, 2020) or reduce the desire to change jobs (Tuten and Neidermeyer, 2004). Employee satisfaction is also determined by their ability to adjust to organizational culture. This attitude emphasizes employee satisfaction with a profession that involves cognitive and emotional. The most crucial thing in employee satisfaction is awareness, and it can be a strong predictor of employee turnover (Wolter *et al.*, 2019).

2.3 Employee Trust

Trust is defined as a psychological condition that is vulnerable to other parties' actions based on the expectations of positive behavior and others' intentions (Asencio, 2016; Melewar *et al.*, 2016; Men *et al.*, 2020). The trust concept is associated with each individual's attribution to their behavior's intentions and motives (Zeffane and Melhem, 2017). Furthermore, trust is stated as an essential aspect in building long-term relationships. Yue *et al.* (2019) define employee trust as a level of trust based on integrity, linkage, and competence so that they are willing to open up to other parties. Sharkie (2009) states that a trust is a co-collaborative approach shown by employees in their organization. Trust is an essential factor in increasing the efficiency and quality of cooperation between employees (Hsieh and Wang, 2015; Nurkholis *et al.*, 2020). Employee trust has been demonstrated through trust in management, trust in supervisors, and co-workers' trust (Cho and Park, 2011). Trust in management arises from organizations' perceptions of success and positive results (Ababneh, 2020). Trust in a supervisor is a perception of trust in the supervisor. Its effect is based on supervisor characteristics, such as integrity, accountability, transparency, openness, predictability, and consistency (Xiong *et al.*, 2016).

2.4 Employee Loyalty

Loyalty is described as a situation of professional relationships and hierarchy shown through employees and their superiors (Ineson *et al.*, 2013). Employee loyalty is defined as the intention and dedication to always be with the organization and be willing to develop its business. It can be said as an employee's voluntary commitment and participation to the organization and assumes himself as an inseparable part of the organization (Bhat and Darzi, 2018). Thus, loyalty is more action-oriented because it relates to employee behavior (Eskildsen and Nüssler, 2000). This behavior includes the extent to which employees are committed and responsible for the work performed (Rustiarini *et al.*, 2019). Involvement and relationships between employees also support employees' desire to be more loyal to the organization (Book *et al.*, 2019). Therefore, employee loyalty is the first step to improve company capabilities (Martos-Partal and Labeaga, 2019).

2.5 Hypotheses Development

Leader support, employee satisfaction, employee trust, and employee loyalty

This type of leadership is proven to increase employee satisfaction. Eşitti and Kasap (2020) stated that employee job satisfaction is primarily determined by exchanging ideas between leaders and subordinates. Liu, Bellibaş, and Gümüş (2020) also prove that instructional and distribution leadership has been shown to increase employee job satisfaction, both directly and indirectly. Also, transformational leadership is seen as a sound strategy for creating job satisfaction in the work environment (Boamah *et al.*, 2018; Mufti *et al.*, 2020; Podsakoff *et al.*, 1996).

Leadership not only affects employee satisfaction but also increases employee trust (Kelloway *et al.*, 2012). Supervisors' consistency in exercising control, either through words or actions, is related to employee trust (Wang and Hsieh, 2013). As stated by the previous

result (Xiong *et al.*, 2016), authentic leadership can increase supervisors' and employees' trust.

The effects of leadership and employee loyalty have been widely studied in various scientific contexts, such as socio-cultural, political, and managerial. Based on a managerial context, employee loyalty is seen as a form of employee loyalty to the organization (Book *et al.*, 2019). Leadership has a positive effect on increasing employee loyalty (Wang, Lu, *et al.*, 2017). Wu and Wang (2012) stated that leadership with charisma shows a contribution to increasing employee loyalty. When a leader expresses an opinion related to satisfaction, that opinion also determines employee loyalty (Flores-Zamora and García-Madariaga, 2017). For example, members of political parties' loyalty are highly dependent on how committed the leaders are to their ideology (Asmussen and Ramey (2018). Thus, manager behavior positively impacts loyal employee behavior (Ineson *et al.*, 2013). Based on some of the research results, formulate the following hypothesis:

H1: Leader support has a positive effect on employee satisfaction.

H2: Leader support has a positive effect on employee trust.

H3: Leader support has a positive effect on employee loyalty.

2.6 Employee satisfaction, employee trust, and employee loyalty

Studies on satisfaction are primarily associated with consumer behavior (Matzler and Renzl, 2006). However, employee satisfaction and loyalty have been verified as essential variables for maintaining continuity, life, and organizational success (Chang *et al.*, 2010; Keshavarz and Jamshidi, 2018). Eskildsen and Nüssler (2000) explain that satisfaction and loyalty can provide leverage to increase performance. Employee satisfaction is also a predictor of loyalty (Chao and Cheng, 2019; Hung *et al.*, 2019). Increased employee satisfaction will increase employee loyalty (Boonlertvanich, 2019; Jun *et al.*, 2006). However, employee satisfaction is highly dependent on the compensation given, which in turn has an impact on employee loyalty (Hassan *et al.*, 2013).

Employee trust has a vital role in increasing employee satisfaction and performance (Ababneh, 2020). Although trust and satisfaction cannot increase the direct relationship between managers and performance, trust positively impacts satisfaction (Roberts and David, 2020). Previous empirical evidence (Cho and Park, 2011; Song *et al.*, 2019) revealed a substantial relationship between employee trust and satisfaction (Ko and Choi, 2019; Meng and Berger, 2019). Like the effect of trust on satisfaction, employee trust also positively affects increasing employee loyalty to the organization (Melían-Alzola and Martín-Santana, 2020). Researchers reveal that brand trust increases brand loyalty (Kalhor *et al.*, 2020). The result indicates that trust can increase customer loyalty (Paparoidamis *et al.*, 2019). This phenomenon emphasizes that the development of the concept of internal marketing must involve employees as consumers. Therefore, employee trust in the organization can increase loyalty behavior (Boonlertvanich, 2019; Hung *et al.*, 2019). Thus, the following hypothesis can be formulated as follows:

H4: Employee satisfaction has a positive effect on employee loyalty.

H5: Employee trust has a positive effect on employee satisfaction.

H6: Employee trust has a positive effect on employee loyalty.

157 The role of employee trust and employee satisfaction as a mediator

Employee satisfaction is a critical factor in increasing employee loyalty. Long-term relationships between management and employees can increase employee satisfaction and loyalty (Chang *et al.*, 2010; Erawan, 2020). Leaders increase employee loyalty by paying attention to employee psychological satisfaction (Ding and Jiang, 2021). The leadership that understanding this psychological process can use trust to build employee loyalty behavior (Matzler and Renzl, 2006). Psychological factors formed from trust and commitment need attention in mediating employees' expectations (Ababneh, 2020; Cho and Park, 2011). This condition is evidenced by Roberts and David (2020) that satisfaction and trust can improve the relationship between phubbing bosses and performance. In this case, trust becomes a mediator to

increase organizational productivity (Ko and Choi, 2019). In marketing research, customer trust and satisfaction significantly affect their loyalty to the organization. Thus, consumers will be interested in sustainably using a product (Boonlertvanich, 2019; Jeaheng *et al.*, 2020; Melián-Alzola and Martín-Santana, 2020). Based on this description, the following hypothesis is formulated:

H7: Employee satisfaction as a mediator for the effect of leader support on employee loyalty.

H8: Employee trust acts as a mediator for the effect of leader support on employee loyalty.

Figure 1 presenting the relationship between leader support, employee satisfaction, employee trust, and loyalty in the hospitality industry.

Insert Figure 1

3. Material and Methods

3.1 Sampling method

This study's population was hotel employees spread across nine districts/cities in Bali, Indonesia. This study uses a questionnaire as a data collection tool. The questionnaire was distributed to hotel employees who have at least one year of work experience and are currently being discharged due to the Covid 19 pandemic. The researchers did not specifically classify the respondents, given the situation during the pandemic. However, in general, the targets for filling out the questionnaire were employees who are dismissed. The authors use these employees as research respondents to determine the dedication and integrity of employees towards the company. Also, to obtain information regarding the desire of hotel industry employees to return to work in this sector. It is undeniable that the conditions of the Covid 19 pandemic, which lasted for a long time. Thus, people who work in the tourism sector look for alternative jobs in other sectors.

The questionnaire was created using google form and distributed using snowball sampling. Researchers use this method because they have difficulty identifying employees who are not actively working in the hotel sector. Finally, the researcher uses several key informants to deliver the researcher to the respondents to be studied. Thus, the presence of these key informants provides data access and helps researchers find other key informants (Burgess, 1982). This study used a questionnaire with a Likert scale of 1-7, namely 1 = strongly disagree until 7 = strongly agree. The number of hotel employees who filled out the questionnaire was 211 people who worked at 97 hotels in Bali. There is five respondent not filled out questionnaires. Therefore, the appropriate questionnaire to use was 206 questionnaires.

3.2 Measurement

This study uses the variable leader support, employee satisfaction, employee trust, and loyalty. The interpretation of the score for respondents' perceptions of the research questions is presented in Table 1 and Table 2.

Insert Table 1

Insert Table 2

Data collection using a questionnaire was carried out in two stages. The first stage, namely collecting data from 30 respondents to test the instrument through validity and reliability testing. The research instrument is declared valid if it has a product-moment correlation coefficient (r) higher than 0.3 ($r > 0.3$). Also, the instrument meets the criteria of reliability if it has a Cronbach Alpha value greater than 0.6 ($CA > 0.6$) (Hair *et al.*, 2016). In the second stage, researchers distributed questionnaires according to the needs or target samples. Furthermore, the data were analyzed using Wrap-PLS.

4. Research Result

4.1 Respondent Demographic Information

Based on the data collected, the respondents' demographic information presenting in Table 3.

Insert Table 3

4.2 Outer and inner model measurement

The testing phase of testing was carried out to determine the results of the validity and reliability tests. The criteria for testing the validity and reliability of the model are Convergent Validity (see Table 4), discriminant Validity (see Table 5), as well as Composite Reliability, and Cronbach Alpha (see Table 6). The results of the validity and reliability tests for the variable leader support (X), employee satisfaction (Y1), employee trust (Y2), and employee loyalty (Y3) are presented in Tables 4, 5, and 6.

Insert Table 4

Based on Table 4, all statement items have an outer loading value greater than 0.6 (outer loading > 0.60). It can conclude that all statement items have met the requirements of convergent validity. The validity test is continued by evaluating discriminant validity by looking at the correlation value between variables compared to the average extracted root (AVE). The AVE value also shows that this study's variables meet the convergent criteria (cut off > 0.50).

Insert Table 5

Table 5 shows that the AVE value of all constructs is more significant than 0.50 (> 0.50), which indicates that this research model has met the discriminant criteria. This finding confirms the results of the validity of convergent validity. The test is done by checking the AVE root's value (diagonal), which has a higher value than the correlation between latent variables. Therefore, the model fulfills the specified discriminant validity. Furthermore, the reliability test was carried out by looking at the composite reliability and Cronbach Alpha, presented in Table 6.

Insert Table 6

Table 6 explains that all research constructs have met the criteria for composite reliability with a minimum value of 0.7 (CR > 0.7) and a Cronbach Alpha value greater than 0.6 (CA > 0.6). The Variance Inflation Factors' value is smaller than 3.3 (VIFs < 3.3), indicating that the model is free from multicollinearity. Also, the Q2 coefficient value of the dependent variable is 0.695, indicating that this research model has a significant Goodness of Fit value (Hair *et al.*, 2016). Testing the validity and reliability of the constructs shows that all variables used in the model are valid and reliable.

4

4.3 Hypotheses Testing

The following hypothesis testing was carried out using SEM-PLS analysis. Hypothesis testing confirms the path coefficient and p-value, shown in Figure 2 and Table 7.

Insert Figure 2

Insert Table 7

Based on Figure 2 and Table 7, this study obtains the information that leader support significantly affects employee satisfaction with the value of path coefficients of 0.406 and p-value < 0.001 (H1 supported). The results of the research prove that the support of leaders can increase the level of employee satisfaction. The results of hypothesis 2 testing also show that the support leader has a significant effect on employee trust with path coefficients of

0.612 and p-value <0.001 (H2 supported). However, the results of testing hypothesis 3 indicate that leader support has no significant effect on employee loyalty with a path coefficient value of 0.091 and p-value 0.093 (H3 not supported).

Other results found that employee satisfaction significantly affected employee loyalty with a path coefficient value of 0.472 and p-value <0.001 (H4 supported). Likewise, the results of the hypothesis 5 test revealed that employee trust significantly increases employee satisfaction. The path coefficients indicate these results value 0.447 and p-value <0.001 (H5 supported). Statistical analysis for hypothesis six reveals that employee trust significantly increased employee loyalty, as indicated by the path coefficients value of 0.499 and <0.001 (H6 supported). This study also conducted statistical tests on the role of employee satisfaction and employee trust, which are presented in Table 8.

Insert Table 8

Based on the results in Table 8, the mediation test conducted using the Sobel Test. The result shows that the employee satisfaction variable is proven to mediate leader support on employee satisfaction. The results of this test are indicated by the Sobel test statistic value of $4.9411 > 1.96$. Thus, these statistical results support Hypothesis 7. Likewise, the results of other mediation tests also show that employee trust is proven to mediate the effect of leader support on employee loyalty with a statistical Sobel test value of $6.2985 > 1.96$. Therefore, these results support Hypothesis 8.

5. Discussion

The first hypothesis result proves that the support of leaders can increase the level of employee satisfaction. Employee satisfaction is an essential factor in determining employee behavior (Chen and Wang, 2019). Satisfaction shown is highly dependent on organizational behavior (Chandra *et al.*, 2019), such as employee commitment (Lok and Crawford, 1999; Rustiarini *et al.*, 2021). Attitude and cognition indicate employee satisfaction toward their work environment. Employee satisfaction is defined as an emotional state that arises from employees' assessments (Al-Sada *et al.*, 2017; Chang *et al.*, 2010), one of which is related to employee feelings about work (Hassan *et al.*, 2013). This condition will determine whether to move to another workplace (Liu *et al.*, 2020) or reduce the desire to change jobs (Tuten and Neidermeyer, 2004). One of the factors that determine employee satisfaction is leadership support. This type of leadership is proven to increase employee satisfaction. Employee job satisfaction is primarily determined by exchanging ideas between leaders and subordinates (Eşitti and Kasap, 2020). Liu, Bellibaş, and Gümüş (2020) prove that instructional and distribution leadership has been shown to increase employee job satisfaction, both directly and indirectly. Also, transformational leadership is seen as a sound strategy for creating job satisfaction in the work environment (Boamah *et al.*, 2018; Mufti *et al.*, 2020; Podsakoff *et al.*, 1996). These results confirm previous research (Boamah *et al.*, 2018; Eşitti and Kasap, 2020; Liu *et al.*, 2020; Mufti *et al.*, 2020; Podsakoff *et al.*, 1996).

The second hypothesis also shows that the support leader has a significant effect on employee trust. Trust is defined as a psychological condition that is vulnerable to other parties' actions based on the expectations of positive behavior and others' intentions (Asencio, 2016; Melewar *et al.*, 2016; Men *et al.*, 2020). The concept of trust is associated with each individual's attribution to the intentions and motives underlying their behavior (Zeffane and Melhem, 2017). Furthermore, trust is stated as an essential aspect in building long-term relationships. Employee trust has been demonstrated through trust in management, trust in supervisors, and co-workers' trust (Cho and Park, 2011). Trust in a supervisor is a perception of trust in the supervisor. Its effect is based on supervisor characteristics, such as integrity, accountability, transparency, openness, predictability, and consistency (Xiong *et al.*, 2016). Supervisors' consistency in exercising control, either through words or actions, is related to employee trust (Wang and Hsieh, 2013). In the hospitality industry, the form of support from leaders is shown in the development programs, regulations, and systems that apply to hotels. Thus, employees tend to feel satisfied and trust the organization. As stated by the previous result (Xiong *et al.*, 2016), leadership can increase supervisors' and employees' trust. The

study results reinforce previous studies' results (Kelloway *et al.*, 2012; Wang and Hsieh, 2013; Xiong *et al.*, 2016).

Contrary to the two previous results, the third hypothesis state that leader support has no significant effect on employee loyalty. The study results contradict the study results by Wang, Lu, and Liu (2017) that employee loyalty refers to behavior to engage in organizational interests. Theoretically, the increase in employee loyalty is primarily determined by a leader's support (Asmussen and Ramey, 2018; Book *et al.*, 2019; Flores-Zamora and García-Madariaga, 2017; Ineson *et al.*, 2013; Wu and Wang, 2012). However, the study results show that leader support cannot increase the effect of employee loyalty. This result may be due to various factors. First, leaders are not ready for a pandemic that has suddenly occurred and for a long time. Pandemic is a test for business leaders to fight to save organizations and jobs. Leaders' unpreparedness in overcoming pandemic situations has prevented leaders from minimizing the negative impact of the pandemic on organizations and employees. As a result, leaders make decisions that are seen as detrimental to employees, such as layoffs. Second, there is a possibility that the leader does not have crisis management competence, especially related to human resource management (Dirani *et al.*, 2020). In a pandemic situation, leaders should provide emotional and interpersonal support, psychological empowerment, positive reinforcement, and maintain employee interactions (Dirani *et al.*, 2020). Leaders also need to communicate the general condition of the hospitality business, including the company's current position, so that employees can understand the company's decisions and adapt to the pandemic situation. Intensive communication is an integral part of crisis management which aims to maintain employee trust in the company. Unpreparedness and lack of management competence, of course, have negative consequences for employees. Employees feel that the leadership is not trying to keep them as intangible assets of the company. This condition allows employees to find other job alternatives outside the hotel industry. As a result, leader support is unable to increase employee loyalty. The uncertainty of a pandemic situation affects employees in providing perceptions of leader support resulting in differences in the findings of previous studies. The failure to reveal the phenomenon makes testing the loyalty model amid a pandemic very difficult because many situations need to be considered and studied further.

The fourth hypothesis found that employee satisfaction significantly affected employee loyalty. Employee loyalty is defined as the intention and dedication to always be with the organization and be willing to develop its business. It can be said as an employee's voluntary commitment and participation to the organization and assumes himself as an inseparable part of the organization. Loyalty is more action-oriented because it relates to employee behavior (Eskildsen and Nüssler, 2000). Employee satisfaction is a predictor of loyalty (Chao and Cheng, 2019; Hung *et al.*, 2019). Employee satisfaction will increase employee loyalty (Boonlertvanich, 2019; Jun *et al.*, 2006). This behavior includes the extent to which employees are committed and responsible for the work performed. Involvement and relationships between employees also support employees' desire to be more loyal to the organization (Book *et al.*, 2019). The study results support previous evidence (Boonlertvanich, 2019; Chang *et al.*, 2010; Eskildsen and Nüssler, 2000; Hassan *et al.*, 2013; Hung *et al.*, 2019).

Statistical analysis for hypothesis 5 reveals that employee trust significantly increases employee satisfaction. Employee satisfaction is defined as an emotional state that arises from employees' assessments (Al-Sada *et al.*, 2017; Chang *et al.*, 2010), one of which is related to employee feelings about work (Hassan *et al.*, 2013). Employee satisfaction levels are associated with attitudes towards work, compensation, and employers (Ko and Choi, 2019). Their trust dramatically influences the level of employee satisfaction in the organization. Thus, employee trust has a vital role in increasing employee satisfaction (Ababneh, 2020). The study results confirm the findings (Boonlertvanich, 2019; Hung *et al.*, 2019; Kalhor *et al.*, 2020; Melián-Alzola and Martín-Santana, 2020) that employees trust affect employee satisfaction.

The results of the hypothesis 6 test revealed that employee trust significantly increased employee loyalty. Employee loyalty is not only influenced by employee satisfaction but also influenced by an employee trust. Like the effect of trust on satisfaction, employee trust also positively affects increasing employee loyalty to the organization (Melián-Alzola and Martín-Santana, 2020). Researchers reveal that brand trust increases brand loyalty (Kalhor *et al.*, 2020). The result indicates that trust can increase customer loyalty (Paparoidamis *et al.*,

2019). This phenomenon also emphasizes that the development of the concept of internal marketing must involve employees as consumers. Therefore, employee trust in the organization can increase loyalty behavior (Boonlertvanich, 2019; Hung *et al.*, 2019). The results support previous empirical evidence that employee trust affects employee loyalty (Ababneh, 2020; Cho and Park, 2011; Song *et al.*, 2019).

The seventh hypothesis is formulated that employee satisfaction is a mediator for leader support on employee loyalty. The mediation test conducted using the Sobel Test shows that employee satisfaction acts as a mediating variable (fully mediation) of the relationship between leader support and employee loyalty (Chang *et al.*, 2010; Matzler and Renzl, 2006). This result indicates that employee satisfaction is a critical factor in increasing employee loyalty. Long-term relationships between management and employees can increase employee satisfaction and loyalty (Chang *et al.*, 2010). Leaders can increase employee loyalty by paying attention to employee psychological satisfaction (Ding and Jiang, 2021). Thus, employee satisfaction can mediate the leadership support and employee loyalty relationship.

The last state hypothesis that employee trust acts as a mediator for leader support on employee loyalty. The statistical result shows that employee trust has been shown to play a role as complete mediation in increasing the effect of leader support on employee loyalty (Ababneh, 2020; Cho and Park, 2011; Ko and Choi, 2019; Roberts and David, 2020). These results indicate that leader support does not directly increase employee loyalty. However, this study proved that employee satisfaction and employee trust variables could increase leader support on employee loyalty.

6. Conclusion, Implication, and Limitation

6.1 Conclusion

One of the efforts that organizations can make in dealing with the slowdown due to the Covid 19 pandemic is to increase innovation and sustainability (Arsawan *et al.*, 2021); preparing a sustainability strategy (Cavaleri and Shabana, 2018), increasing the role of leadership (Meng and Berger, 2019). This effort was made to increase employee trust (Xiong *et al.*, 2016) and job satisfaction (Meng and Berger, 2019) so that they become more creative and have high performance (Hsieh and Wang, 2015). A leader plays a role in maintaining the organizational environment to remain stable and conducive (Cheung and Wong, 2011) and increase innovative work behavior (Arsawan *et al.*, 2020). Through this support, employees are expected to have employee satisfaction to become more enthusiastic at work. Also, the support of a leader can keep employees' trust in the organization (Cho and Park, 2011) and increase satisfaction and maintain their loyalty (Podsakoff *et al.*, 1996; Sharkie, 2009). Thus, leadership support can help organizations to improve performance through maintaining the internal environment and organizational culture and climate (Jain *et al.*, 2015; Nguyen *et al.*, 2019).

6.2 Implication

6.2.1 Theoretical implications

This study aims to examine and explain the role of leader support on employee satisfaction, trust, and loyalty. There are several contributions to the literature. First, leader support does not directly impact employee loyalty. Leader support only affects when mediated by employee satisfaction and employee trust. Meanwhile, employee satisfaction and employee trust can directly increase employee loyalty. This fact provides a theoretical lens from a different social exchange theory perspective (Blau, 1964). These results indicate that employees have their perspectives on the organization. The finding means that employee loyalty is not determined by manager support because they think that social exchange can justify employee behavior regarding the desire to change jobs.

Second, the analysis results for indirect effects show that employee satisfaction and employee trust are proven to mediate the effects of leader support on employee loyalty. Specifically, employee satisfaction acts as a fully mediating variable in the relationship between leader support and employee loyalty. These results can interpret to build loyalty and leaders must make employees feel satisfied with the work they do in the organization (Chang *et al.*, 2010; Matzler and Renzl, 2006). Third, employee trust has also been shown to play a role as

a full mediator of the relationship between leader support and employee loyalty. This condition reflects that leaders play an essential role in increasing employee confidence in the organization's sustainability. Thus, this trust can create employee loyalty (Ababneh, 2020; Cho and Park, 2011; Ko and Choi, 2019; Roberts and David, 2020).

49

6.2.2 Managerial implications

This study provides four managerial implications. First, in conditions of uncertainty and crisis, leaders' role is vital in dealing with change and directing the organization towards the recovery process (Charalampos *et al.*, 2021). Therefore, leaders must have knowledge and competencies related to crisis management, particularly in human resource management. The Covid-19 pandemic that lasted for a long time reduced employee loyalty. This condition potentially caused the hotel industry will to lose their potential employees. Leaders need to provide assistance, consultation, and communicate effectively to employees in adapting to pandemic conditions (Dirani *et al.*, 2020). Thus, leadership support can increase employees' organizational commitment, such as emotional feelings, identification, and regard the organization as part of their life.

Second, the results imply a view that the employee turnover rate is correlated with employee loyalty. As a result, employees feel that employee loyalty is not influenced by leadership support. Before pandemic situations, this condition does not significantly affect the performance of the hotel industry. However, employees will feel it differently when they are in an unexpected situation, such as the Covid 19 pandemic. During a pandemic, where most employees are dismissed or experience layoffs, employees certainly desire to return to work in the hospitality industry. This situation becomes a momentum for top dreamers to show their support to employees. One effort that can do is to call them back to work. This condition is aimed at actualizing leadership support for employees and fostering employee loyalty to the organization.

Thus, this study contributes to organizational leaders being more skilled in managing human resources, such as maintaining employee loyalty. The results contribute to other tourism business managers, particularly in city tourism. It cannot be denied that city tourism experience a bigger pandemic impact than tourism in rural areas. The support of leaders that have been provided through policies needs to be communicated through inter-personal approaches to increase employee loyalty. Also, an excellent human resource management policy can reduce the turnover rate of employees that has been happening in the hotel industry.

6.2 Research limitations

46

This study has limitations. First, the testing of this research model is related to the Covid 19 pandemic. In this case, this study's results are likely to have different results than when tourism conditions before the pandemic. Thus, further research can test the conceptual framework during the transition or recovery period. Second, the role of managers in this study is to increase employee trust and satisfaction to make employees loyal to the organization. The research model can be developed by adding variables resulting from employee loyalty behavior, such as employee performance, innovative behavior, or organizational performance. Also, researchers can consider the use of moderating variables such as organizational culture, communication, and psychological contracts. Third, considering that this research uses a self-assessment report approach carried out by employees when working from home, changes in a work environment and economic problems may affect respondents' psychological condition when filling out the questionnaire. Fourth, specifically in this paper, the criteria for respondents and objects have not been precisely determined. Therefore, that there may be biased results that have not been explained in this study. Future research suggests making comparisons of employee behavior during a pandemic and after a pandemic to obtain comprehensive research results.

References

- Ababneh, K.I. (2020), "Effects of met expectations, trust, job satisfaction, and commitment on faculty turnover intentions in the United Arab Emirates (UAE)", *The International Journal of Human Resource Management*, Vol. 31 No. 2, pp. 303–334.
- Al-Sada, M., Al-Esmael, B. and Faisal, M.N. (2017), "Influence of organizational culture and leadership style on employee satisfaction, commitment and motivation in the educational sector in Qatar", *EuroMed Journal of Business*, Vol. 12 No. 2, pp. 163–188.
- Amabile, T.M., Schatzel, E.A., Moneta, G.B. and Kramer, S.J. (2004), "Leader behaviors and the work environment for creativity: Perceived leader support", *The Leadership Quarterly*, Vol. 15 No. 1, pp. 5–32.
- Arsawan, I.W.E., Koval, V., Rajiani, I., Rustiarini, N.W., Supartha, W.G. and Suryantini, N.P.S. (2021), "Leveraging knowledge sharing and innovation culture into SME's sustainable competitive advantage", *International Journal of Productivity and Performance Management*.
- Arsawan, I.W.E., Rajiani, I. and Suryantini, N.P.S. (2018), "Investigating knowledge transfer mechanism in five-star hotels", *Polish Journal of Management Studies*, Vol. 18 No. 2, pp. 22–32.
- Arsawan, I.W.E., Rajiani, I., Wirga, I.W. and Suryantini, N.P.S. (2020), "Harnessing knowledge sharing practice to enhance innovative work behavior: The paradox of social exchange theory", *Polish Journal of Management Studies*, Vol. 21 No. 2, pp. 60–73.
- Asencio, H. (2016), "Leadership, trust, and job satisfaction in the public sector: A study of US federal employees", *International Review of Public Administration*, Vol. 21 No. 3, pp. 250–267.
- Asmussen, N. and Ramey, A. (2018), "When loyalty is tested: Do party leaders use committee assignments as rewards?" *Congress and The Presidency*, Vol. 45 No. 1, pp. 41–65.
- Bennis, W. and Nanus, B. (1985), *Leaders: The Strategies for Taking Charge*, New York: Harper & Row.
- Bhat, S.A. and Darzi, MA (2018), "Antecedents of tourist loyalty to tourist destinations: A mediated-moderation study", *International Journal of Tourism Cities*, Vol. 4 No. 2, pp. 261–278.
- Blau, P.M. (1964), *Exchange and Power in Social Life*, John Wiley & Sons, New York.
- Boamah, S.A., Spence Laschinger, H.K., Wong, C. and Clarke, S. (2018), "Effect of transformational leadership on job satisfaction and patient safety outcomes", *Nursing Outlook*, Elsevier Inc., Vol. 66 No. 2, pp. 180–189.
- Bocken, N. (2017), "Business-led sustainable consumption initiatives: Impacts and lessons learned", *Journal of Management Development*, Vol. 36 No. 1, pp. 81–96.
- Book, L., Gatling, A. and Kim, J. (Sunny). (2019), "The effects of leadership satisfaction on employee engagement, loyalty, and retention in the hospitality industry", *Journal of Human Resources in Hospitality and Tourism*, Vol. 18 No. 3, pp. 368–393.
- Boonlertvanich, K. (2019), "Service quality, satisfaction, trust, and loyalty: The moderating role of main-bank and wealth status", *International Journal of Bank Marketing*, Vol. 37 No. 1, pp. 278–302.
- Burgess, R. (1982), *Field Research: A Sourcebook and Field Manual*, Unwin Hyman, London.
- Cavaleri, S. and Shabana, K. (2018), "Rethinking sustainability strategies", *Journal of Strategy and Management*, Vol. 11 No. 1, pp. 2–17.
- Chandra, T., Hafni, L., Chandra, S., Purwati, A.A. and Chandra, J. (2019), "The influence of service quality, university image on student satisfaction and student loyalty", *Benchmarking: An International Journal*, Vol. 26 No. 5, pp. 1533–1549.
- Chang, C.C., Chiu, C.M. and Chen, C.A. (2010), "The effect of TQM practices on employee satisfaction and loyalty in government", *Total Quality Management & Business Excellence*, Vol. 21 No. 12, pp. 1299–1314.
- Chao, C.-M. and Cheng, B.-W. (2019), "Does service recovery affect satisfaction and loyalty?"

- An empirical study of medical device suppliers", *Total Quality Management & Business Excellence*, Vol. 30 No. 11–12, pp. 1350–1366.
- Charalampos, G., Evangelia, M. and Anastasios, Z. (2021), "Hospitality managers in turbulent times: The Covid-19 crisis", *International Journal of Contemporary Hospitality Management*.
- Chen, H.T. and Wang, C.H. (2019), "Incivility, satisfaction and turnover intention of tourist hotel chefs: Moderating effects of emotional intelligence", *International Journal of Contemporary Hospitality Management*, Vol. 31 No. 5, pp. 2034–2053.
- Cheung, M.F.Y. and Wong, C. (2011), "Transformational leadership, leader support, and employee creativity", *Leadership & Organization Development Journal*, Vol. 32 No. 7, pp. 656–672.
- Cho, Y.J. and Park, H. (2011), "Exploring the relationships among trust, employee satisfaction, and organizational commitment", *Public Management Review*, Vol. 13 No. 4, pp. 551–573.
- Davahli, M.R., Karwowski, W., Sonmez, S. and Apostolopoulos, Y. (2020), "The hospitality industry in the face of the COVID-19 pandemic: Current topics and research methods", *International Journal of Environmental Research and Public Health*.
- Ding, L. and Jiang, C. (2021), "Restaurant proactive philanthropic activities and customer loyalty: A scenario-based study during the COVID-19 pandemic period", *International Hospitality Review*, Vol. In Press, pp. 1–15.
- Dirani, K.M., Abadi, M., Alizadeh, A., Barhate, B., Garza, R.C., Gunasekara, N., Ibrahim, G., et al. (2020), "Leadership competencies and the essential role of human resource development in times of crisis: A response to Covid-19 pandemic", *Human Resource Development International*, Vol. 23 No. 4, pp. 380–394.
- Dirks, K.T. and Ferrin, D.L. (2002), "Trust in Leadership: Meta-Analytic Findings and Implications for Research and Practice", Vol. 87 No. 4, pp. 611–628.
- Erawan, T. (2020), "India's destination image and loyalty perception in Thailand", *International Journal of Tourism Cities*, Vol. 6 No. 3, pp. 565–582.
- Eşitti, B. and Kasap, M. (2020), "The impact of leader-member exchange on lodging employees' dynamic capacities: The mediating role of job satisfaction", *Tourism and Hospitality Research*, Vol. 20 No. 2, pp. 237–244.
- Eskildsen, J.K. and Nüssler, M.L. (2000), "The managerial drivers of employee satisfaction and loyalty", *Total Quality Management*, Vol. 11 No. 4–6, pp. 581–588.
- Farrukh, M., Kalimuthuan, R. and Farrukh, S. (2019), "Impact of job satisfaction and mutual trust on employee loyalty in the Saudi hospitality industry: A mediating analysis of leader support", *International Journal of Business and Psychology*, Vol. 1 No. 2, pp. 30–52.
- Fernandes, A., Julho, UN De, Paulo, S. and Brandao, M.M. (2020), "Satisfaction and attitudinal responses: Indirect effects of involvement and reputation", *RAUSP Management Journal*, Vol. 55 No. 1, pp. 70–85.
- Flores-Zamora, J. and García-Madariaga, J. (2017), "Does opinion leadership influence service evaluation and loyalty intentions? Evidence from an arts services provider", *Journal of Retailing and Consumer Services*, Vol. 39 No. 1, pp. 114–122.
- Gaber, M. and Fahim, A. (2018), "Strategic human resource management and public employee retention", *Review of Economics and Political Science*, Vol. 3 No. 2, pp. 20–39.
- Hair, J.F., Hult, G., Tomas, M., Ringle, C.M. and Sarstedt, M. (2016), *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, Sage.
- Hao, F., Xiao, Q. and Chon, K. (2020), "Covid-19 and China's hotel industry: Impacts, a disaster management framework, and post-pandemic agenda", *International Journal of Hospitality Management*, Vol. 90 No. 9, p. 102636.
- Hassan, M., Hassan, S., Khan, M.F.A. and Iqbal, A. (2013), "Impact of HR practices on employee satisfaction and employee loyalty: An empirical study of government-owned public-sector banks of Pakistan", *Middle East Journal of Scientific Research*, Vol. 16 No. 1, pp. 1–8.
- Hewagama, G., Boxall, P., Cheung, G. and Hutchison, A. (2019), "Service recovery through

- empowerment? HRM, employee performance and job satisfaction in hotels", *International Journal of Hospitality Management*, Vol. 81 No. 9, pp. 73–82.
- Hsieh, C.C. and Wang, D.S. (2015), "Does supervisor-perceived authentic leadership influence employee work engagement through employee-perceived authentic leadership and employee trust?", *International Journal of Human Resource Management*, Vol. 26 No. 18, pp. 2329–2348.
- Hung, S.-W., Cheng, M.-J. and Chiu, P.-C. (2019), "Do antecedents of trust and satisfaction promote consumer loyalty in physical and virtual stores? A multi-channel view", *Service Business*, Vol. 13 No. 1, pp. 1–23.
- Ineson, E.M., Benke, E. and László, J. (2013), "Employee loyalty in Hungarian hotels", *International Journal of Hospitality Management*, Vol. 32 No. 1, pp. 31–39.
- Jain, K.K., Sandhu, M.S. and Goh, S.K. (2015), "Organizational climate, trust and knowledge sharing: Insights from Malaysia", *Journal of Asia Business Studies*, Vol. 9 No. 1, pp. 54–77.
- Jeaheng, Y., Al-Ansi, A. and Han, H. (2020), "Impacts of halal-friendly services, facilities, and food and beverages on Muslim travelers' perceptions of service quality attributes, perceived price, satisfaction, trust, and loyalty", *Journal of Hospitality Marketing and Management*, Vol. 29 No. 07, pp. 1–25.
- John, B. (2020), "Lesson learned from the pandemic: The need for sustainable employment", *Worldwide Hospitality and Tourism Themes*, Vol. 12 No. 6, pp. 725–730.
- Jun, M., Cai, S. and Shin, H. (2006), "TQM practice in Maquiladora: Antecedents of employee satisfaction and loyalty", *Journal of Operations Management*, Vol. 24 No. 6, pp. 791–812.
- Kalhor, R., Khosravizadeh, O., Kiaei, M.Z., Shahsavari, S. and Badrlo, M. (2020), "Role of service quality, trust, and loyalty in building patient-based brand equity: Modeling for public hospitals", *International Journal of Healthcare Management*, Vol. In Press, pp. 1–8.
- Kaushal, V. and Srivastava, S. (2021), "Hospitality and tourism industry amid COVID-19 pandemic: Perspectives on challenges and learnings from India", *International Journal of Hospitality Management*, Vol. 92 No. 1, p. 102707.
- Kelloway, E.K., Turner, N., Barling, J. and Loughlin, C. (2012), "Transformational leadership and employee psychological well-being: The mediating role of employee trust in leadership", *Work and Stress*, Vol. 26 No. 1, pp. 39–55.
- Keshavarz, Y. and Jamshidi, D. (2018), "Service quality evaluation and the mediating role of perceived value and customer satisfaction in customer loyalty", *International Journal of Tourism Cities*, Vol. 4 No. 2, pp. 220–244.
- Kim, M. and Beehr, T.A. (2018), "Empowering leadership: Leading people to be present through affective organizational commitment?", *International Journal of Human Resource Management*, Vol. 31 No. 16, pp. 1–25.
- Ko, YJ and Choi, J.N. (2019), "Overtime work as the antecedent of employee satisfaction, firm productivity, and innovation", *Journal of Organizational Behavior*, Vol. 40 No. 3, pp. 282–295.
- Kurian, D. (2018), "Organizational justice: Why does it matter for HRD", *Journal of Organizational Psychology*, Vol. 18 No. 2, pp. 11–22.
- Lehmann-Willenbrock, N., Meinecke, A.L., Rowold, J. and Kauffeld, S. (2015), "How transformational leadership works during team interactions: A behavioral process analysis", *Leadership Quarterly*, Elsevier Inc., Vol. 26 No. 6, pp. 1017–1033.
- Liu, Y., Bellibaş, M.Ş. and Gümüş, S. (2020), "The effect of instructional leadership and distributed leadership on teacher self-efficacy and job satisfaction: Mediating roles of supportive school culture and teacher collaboration", *Educational Management Administration and Leadership*, No. 3, pp. 1–24.
- Lok, P. and Crawford, J. (1999), "The relationship between commitment and organizational culture, subculture, leadership style, and job satisfaction in organizational change and development", *Leadership & Organization Development Journal*, Vol. 20 No. 7, pp. 365–374.

- Martos-Partal, M. and Labeaga, J.M. (2019), "Impact of SMEs strategy on loyalty: The hairdresser case", *Spanish Journal of Marketing - ESIC*, Vol. 23 No. 2, pp. 273–293.
- Matzler, K. and Renzl, B. (2006), "The relationship between interpersonal trust, employee satisfaction, and employee loyalty", *Total Quality Management & Business Excellence*, Vol. 17 No. 10, pp. 1261–1271.
- Melewar, T.C., Foroudi, P., Gupta, S., Kitchen, P.J. and Foruudi, M.M. (2016), "Integrating identity, strategy and communications for trust, loyalty, and commitment", *European Journal of Marketing*, Vol. 51 No. 3, pp. 527–604.
- Melián-Alzola, L. and Martín-Santana, J.D. (2020), "Service quality in blood donation: Satisfaction, trust, and loyalty", *Service Business*, Vol. 14 No. 1, pp. 101–129.
- Men, L.R., Yue, C.A. and Liu, Y. (2020), "Vision, passion, and care: The impact of charismatic executive leadership communication on employee trust and support for organizational change", *Public Relations Review*, Vol. 46 No. 3, p. 101927.
- Meng, J. and Berger, B.K. (2019), "The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust", *Public Relations Review*, Elsevier, Vol. 45 No. 1, pp. 64–75.
- Muduli, A. (2015), "High-performance work system, HRD climate, and organizational performance: An empirical study", *European Journal of Training and Development*, Vol. 39 No. 3, pp. 239–257.
- Mufti, M., Xiaobao, P., Shah, S.J., Sarwar, A. and Zhenqing, Y. (2020), "Influence of leadership style on job satisfaction of NGO employee: The mediating role of psychological empowerment", *Journal of Public Affairs*, Vol. 20 No. 1, pp. 1–11.
- Nguyen, V.T., Siengthai, S., Swierczek, F. and Bamel, U.K. (2019), "The effects of organizational culture and commitment on employee innovation: Evidence from Vietnam's IT industry", *Journal of Asia Business Studies*, Vol. 13 No. 4, pp. 719–742.
- Nurkholis, N., Dularif, M. and Rustiari, N.W. (2020), "Tax evasion and service-trust paradigm: A meta-analysis", *Cogent Business & Management*, Vol. 7 No. 1, pp. 1–20.
- Paparoidamis, N.G., Katsikeas, C.S. and Chumpitaz, R. (2019), "The role of supplier performance in building customer trust and loyalty: A cross-country examination", *Industrial Marketing Management*, Vol. 78 No. 4, pp. 183–197.
- Para-González, L., Jiménez-Jiménez, D. and Martínez-Lorente, A.R. (2018), "Exploring the mediating effects between transformational leadership and organizational performance", *Employee Relations*, Vol. 40 No. 2, pp. 412–432.
- Pillai, S.G., Haldorai, K., Seo, W.S. and Kim, W.G. (2021), "COVID-19 and hospitality 5.0: Redefining hospitality operations", *International Journal of Hospitality Management*, Vol. 94 No. 4, p. 102869.
- Podsakoff, P.M., MacKenzie, S.B. and Bommer, W.H. (1996), "Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizen", *Journal of Management*, Vol. 22 No. 2, pp. 259–298.
- Ramlall, S. (2004), "A review of employee motivation theories and their implications for employee retention within organizations", *Journal of American Academy of Business*, Vol. 5 No. 1/2, pp. 52–63.
- Roberts, J.A. and David, M.E. (2020), "Boss phubbing, trust, job satisfaction, and employee performance", *Personality and Individual Differences*, Vol. 155 No. October, pp. 1–8.
- Rosenberg, M. and Turner, R.H. (2017), "Social exchange theory", *Social Psychology*, Routledge, London, pp. 30–65.
- Rustiari, N.W., Sutrisno, T., Nurkholis, N. and Andayani, W. (2019), "Why people commit public procurement fraud? The fraud diamond view", *Journal of Public Procurement*, Vol. 19 No. 4, pp. 345–362.
- Rustiari, N.W., Yuesti, A. and Gama, A.W.S. (2021), "Public accounting profession and fraud detection responsibility", *Journal of Financial Crime*, Vol. In Press, pp. 1–15.
- Sharkie, R. (2009), "Trust in leadership is vital for employee performance", *Management Research News*, Vol. 32 No. 5, pp. 491–498.
- Škare, M., Soriano, D.R. and Porada-Rochoń, M. (2021), "Impact of COVID-19 on the travel

- and tourism industry", *Technological Forecasting and Social Change*, Vol. 163 No. 2, pp. 1–14.
- Smith-Jentsch, K.A., Brannick, M.T. and Salas, E. (2001), "To transfer or not to transfer? Investigating the combined effects of trainee characteristics, team leader support, and team climate", *Journal of Applied Psychology*, Vol. 86 No. 2, pp. 279–292.
- Sobaih, A.E.E., Elshaer, I., Hasanein, A.M. and Abdelaziz, AS (2021), "Responses to COVID-19: The role of performance in the relationship between small hospitality enterprises' resilience and sustainable tourism development", *International Journal of Hospitality Management*, Vol. 94 No. 4, p. 102824.
- Song, H.J., Wang, J.H. and Han, H. (2019), "Effect of image, satisfaction, trust, love, and respect on loyalty formation for name-brand coffee shops", *International Journal of Hospitality Management*, Vol. 79 No. December, pp. 50–59.
- Tsang, N.K.F. and Hsu, C.H.C. (2011), "Thirty years of research on tourism and hospitality management in China: A review and analysis of journal publications", *International Journal of Hospitality Management*, Vol. 30 No. 4, pp. 886–896.
- Tuten, T.L. and Neidermeyer, P.E. (2004), "Performance, satisfaction and turnover in call centers - The effects of stress and optimism", *Journal of Business Research*, Vol. 57 No. 1, pp. 26–34.
- Wang, D.-S. and Hsieh, C.-C. (2013), "The effect of authentic leadership on employee trust and employee engagement", *Social Behavior and Personality*, Vol. 41 No. 2, pp. 613–624.
- Wang, H., Lu, G. and Liu, Y. (2017), "Ethical Leadership and Loyalty to Supervisor in China: The Roles of Interactional Justice and Collectivistic Orientation", *Journal of Business Ethics*, Vol. 146 No. 3, pp. 529–543.
- Wang, J., Yang, J. and Xue, Y. (2017), "Subjective well-being, knowledge sharing, and individual innovation behavior: The moderating role of absorptive capacity", *Leadership and Organization Development Journal*, Vol. 38 No. 8, pp. 1110–1127.
- Wolter, J.S., Bock, D., Mackey, J., Xu, P. and Smith, J.S. (2019), "Employee satisfaction trajectories and their effect on customer satisfaction and repatronage intentions", *Journal of the Academy of Marketing Science*, Journal of the Academy of Marketing Science, Vol. 47 No. 5, pp. 815–836.
- Wu, M. and Wang, J. (2012), "Developing a charismatic leadership model for Chinese organizations: The mediating role of loyalty to supervisors", *International Journal of Human Resource Management*, Vol. 23 No. 19, pp. 4069–4084.
- Xiong, K., Lin, W., Li, JC and Wang, L. (2016), "Employee trust in supervisors and affective commitment: The moderating role of authentic leadership", *Psychological Reports*, Vol. 118 No. 3, pp. 829–848.
- Yao, T., Qiu, Q. and Wei, Y. (2019), "Retaining hotel employees as internal customers: Effect of organizational commitment on attitudinal and behavioral loyalty of employees", *International Journal of Hospitality Management*, Vol. 76 No. March, pp. 1–8.
- Yue, C.A., Men, LR and Ferguson, M.A. (2019), "Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust", *Public Relations Review*, Vol. 45 No. 3, pp. 1–13.
- Zeffane, R. and Melhem, SJB (2017), "Trust, job satisfaction, perceived organizational performance and turnover intention: A public, private sector comparison in the United Arab Emirates", *Employee Relations*, Vol. 39 No. 7, pp. 1148–1167.

Employee Loyalty during Slowdown of Covid 19: Does Satisfaction and Trust Matter?

ORIGINALITY REPORT

11%

SIMILARITY INDEX

7%

INTERNET SOURCES

7%

PUBLICATIONS

2%

STUDENT PAPERS

PRIMARY SOURCES

1	www.emeraldinsight.com Internet Source	1%
2	Submitted to The Hong Kong Polytechnic University Student Paper	1%
3	kemalapublisher.com Internet Source	<1%
4	I Wayan Edi Arsawan, Viktor Koval, Ganna Duginets, Oleksandr Kalinin, Irina Korostova. "The impact of green innovation on environmental performance of SMEs in an emerging economy", E3S Web of Conferences, 2021 Publication	<1%
5	www.emerald.com Internet Source	<1%
6	www.koreascience.or.kr Internet Source	<1%
7	Submitted to Maryville University	

<1 %

8

Afen Sena. "THE INFLUENCE OF ORGANIZATIONAL CULTURE, JOB SATISFACTION, AND PROFESSIONAL COMMITMENT ON INNOVATIVE BEHAVIOR OF FLIGHT INSTRUCTORS AT THE CIVIL FLIGHT SCHOOL IN INDONESIA", WARTA ARDHIA, 2020

Publication

<1 %

9

Kehan Xiong, Weipeng Lin, Jenny C. Li, Lei Wang. "Employee Trust in Supervisors and Affective Commitment", Psychological Reports, 2016

Publication

<1 %

10

Nancy Bouranta, Evangelos Psomas, Manuel F. Suárez-Barraza, Carmen Jaca. "The key factors of total quality management in the service sector: a cross-cultural study", Benchmarking: An International Journal, 2019

Publication

<1 %

11

link.springer.com

Internet Source

<1 %

12

mnmk.ro

Internet Source

<1 %

13

idus.us.es

Internet Source

<1 %

14	hub.hku.hk Internet Source	<1 %
15	www.abacademies.org Internet Source	<1 %
16	www.tandfonline.com Internet Source	<1 %
17	Fatma Altuntas, Mehmet Sahin Gok. "The effect of COVID-19 pandemic on domestic tourism: A DEMATEL method analysis on quarantine decisions", International Journal of Hospitality Management, 2021 Publication	<1 %
18	Submitted to Georgia College & State University Student Paper	<1 %
19	www.lfhe.ac.uk Internet Source	<1 %
20	Submitted to Western Governors University Student Paper	<1 %
21	archive.org Internet Source	<1 %
22	ccsenet.org Internet Source	<1 %
23	Submitted to Middlesex University Student Paper	<1 %

24 Oksana Gerwe. "The Covid-19 pandemic and the accommodation sharing sector: Effects and prospects for recovery", Technological Forecasting and Social Change, 2021
Publication <1 %

25 repository.nwu.ac.za
Internet Source <1 %

26 www.researchgate.net
Internet Source <1 %

27 www.scilit.net
Internet Source <1 %

28 Dalys Ullrich, Vicki Cope, Melanie Murray. "Common components of nurse manager development programmes: A literature review", Journal of Nursing Management, 2020
Publication <1 %

29 Linnan Gui, Hui Lei, Phong Ba Le. "Determinants of radical and incremental innovation: the influence of transformational leadership, knowledge sharing and knowledge-centered culture", European Journal of Innovation Management, 2021
Publication <1 %

30 Mohammad Ali Ashraf. "Demographic factors, compensation, job satisfaction and organizational commitment in private <1 %

university: an analysis using SEM", Journal of Global Responsibility, 2020

Publication

31

Sahiba Sharma, Gyan Prakash, Anil Kumar, Eswara Krishna Mussada, Jiju Antony, Sunil Luthra. "Analysing the relationship of adaption of green culture, innovation, green performance for achieving sustainability: mediating role of employee commitment", Journal of Cleaner Production, 2021

Publication

<1 %

32

Yang, Yi-Feng. "An Investigation of Group Interaction Functioning Stimulated by Transformational Leadership on Employee Intrinsic and Extrinsic Job Satisfaction: An Extension of the Resource-Based Theory Perspective", Social Behavior and Personality An International Journal, 2009.

Publication

<1 %

33

[etheses.dur.ac.uk](https://theses.dur.ac.uk)

Internet Source

<1 %

34

res.mdpi.com

Internet Source

<1 %

35

scholarworks.waldenu.edu

Internet Source

<1 %

36

Ba Phong Le, Hui Lei, Sengphet Phouvong, Thanh Son Than, Thi Mai Anh Nguyen, Jiexi

<1 %

Gong. "Self-Efficacy and Optimism Mediate the Relationship Between Transformational Leadership and Knowledge Sharing", Social Behavior and Personality: an international journal, 2018

Publication

37

I Wayan Edi Arsawan, Viktor Koval, Ismi Rajiani, Ni Wayan Rustiarini, Wayan Gede Supartha, Ni Putu Santi Suryantini.

"Leveraging knowledge sharing and innovation culture into SMEs sustainable competitive advantage", International Journal of Productivity and Performance Management, 2020

Publication

<1 %

38

Juan Diego Vaamonde, Alicia Omar, Solana Salessi. "From organizational justice perceptions to turnover intentions: The mediating effects of burnout and job satisfaction", Europe's Journal of Psychology, 2018

Publication

<1 %

39

Milena Nedeljković Knežević, Marko D Petrović, Sanja Kovačić, Maja Mijatov, Darko B Vuković, James Kennell. "Acting the part: Emotional intelligence and job satisfaction as predictors of emotional labor in travel

<1 %

agencies", Tourism and Hospitality Research, 2020

Publication

40

Roberta Guglielmetti Mugion, Flaminia Musella, Laura Di Pietro, Martina Toni. "The "service excellence chain": an empirical investigation in the healthcare field", The TQM Journal, 2020

Publication

<1 %

41

Sunu Widiyanto, Yetty Dwi Lestari, Beta Embriyono Adna, Badri Munir Sukoco, Mohammad Nasih. "Dynamic managerial capabilities, organisational capacity for change and organisational performance: the moderating effect of attitude towards change in a public service organisation", Journal of Organizational Effectiveness: People and Performance, 2021

Publication

<1 %

42

library.oum.edu.my

Internet Source

<1 %

43

repository.tudelft.nl

Internet Source

<1 %

44

tampub.uta.fi

Internet Source

<1 %

45

www.agba.us

Internet Source

<1 %

46

www.coursehero.com

Internet Source

<1 %

47

www.inderscience.com

Internet Source

<1 %

48

www.sbp-journal.com

Internet Source

<1 %

49

Sarra Berraies, Syrine Zine El Abidine. "Do leadership styles promote ambidextrous innovation? Case of knowledge-intensive firms", *Journal of Knowledge Management*, 2019

Publication

<1 %

50

Matej Grošelj, Matej Černe, Sandra Penger, Barbara Grah. "Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment", *European Journal of Innovation Management*, 2020

Publication

<1 %

51

Stephan Meschke. "Employee Loyalty", Springer Science and Business Media LLC, 2021

Publication

<1 %

Exclude bibliography On