Correspondence International Journal of Tourism Cities

From: hera.oktadiana@jcu.edu.au

To: nengah.aristana@triatmamulya.ac.id

CC:

Subject: International Journal of Tourism Cities - Decision on Manuscript ID IJTC-03-2021-0036

Body: 31-Mar-2021

Dear Dr. Aristana,

Manuscript ID IJTC-03-2021-0036 entitled "Employee Loyalty during Slowdown of Covid 19: Does Satisfaction and Trust Matter?" which you submitted to the International Journal of Tourism Cities, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter.

The reviewer(s) have different opinion on the paper. I would like however, to give you an opportunity to revise your manuscript. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

To revise your manuscript, log into https://mc.manuscriptcentral.com/ijtc and enter your Author Centre, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using the track changes mode in MS Word or by using bold or coloured text.Once the revised manuscript is prepared, you can upload it and submit it through your Author Centre.

When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

IMPORTANT: Your original files are available to you when you upload your revised manuscript. Please delete any redundant files before completing the submission.

Because we are trying to facilitate timely publication of manuscripts submitted to the International Journal of Tourism Cities, your revised manuscript should be uploaded as soon as possible. If it is not possible for you to submit your revision in a reasonable amount of time, we may have to consider your paper as a new submission.

Once again, thank you for submitting your manuscript to the International Journal of Tourism Cities and I look forward to receiving your revision.

Yours sincerely,
Assoc. Prof. Hera Oktadiana, CHE
Guest Editor, International Journal of Tourism Cities
hera.oktadiana@jcu.edu.au

Reviewer(s)' Comments to Author:
Reviewer: 1

Recommendation: Reject

Comments:
The paper did not match with the journal's objective, it is not oriented the urban tourism and

tourism cities. This paper is focusing on the HR aspect of hotel employees which is more suitable for hospitality journals. Yet, the paper should be revised prior to further submission.

Additional Questions:
1. Originality: Does the paper contain new and significant information adequate to justify publication?: To a certain extent. The employed constructs are well examined within the field, yet the findings reflect the COVID-19 situation, which would be beneficial to the field.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: The author included an adequate amount of recent literature, however, the connections between each literature are missing.
I would suggest the author insert a visual diagram to illustrate the proposed framework and corresponding hypotheses of this study.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: Justification is needed on why discharged respondents are selected? Why current workers are not included in the study?
The author mentioned accidental sampling, but the questionnaire was distributed through the networking method. Why is it snowball sampling?
In the abstract, it is mentioned that "distributing
questionnaires to 211 employees of the 94 hotels" but later the completed surveys is 206. While it is not incorrect, it causes inconsistency.
How was the measured item asked? or how was the measured item evaluated? 7-point likert scale?

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Justification for using 30 respondents for validity and reliability testing is needed. with reference.
Descriptive analysis such as the mean score of the measured items is needed to provide more information.
The author has provided detailed reporting of the results, however, more discussion of these results is required. For instance, besides confirming with previous literature, how this finding elicit more knowledge, insight, and
the phenomenon of employees' loyalty to the company.

5. Contributions to urban and city research literature and practice: Does the paper make a meaningful and significant contribution to the research literature on urban and city tourism? Is the paper likely to have practical value to city tourism practitioners?: Sadly no, the paper very much emphasizes the leader-employee relation. The author didn't extend the findings into the area of urban and city tourism.

6. Practicality and/or Research implications: Does the paper identify clearly any implications for practice and/or further research? Are these implications consistent with the findings and conclusions of the paper?: The author listed the potential contribution with little explanation. It would be better if examples or more illustrations could be given to all the four managerial implications.

7. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc?: Editorial service is highly recommended.

Reviewer: 2

Recommendation: Major Revision

Comments:
1. The gaps presented in the literature is rather vague, and provides little evidence as to

support the claims that the authors make. It is highly recommended that the authors narrow down and specify what the gap is, rather than simply stating that the discussions of hotel business problems has not been carried out systematically and deeply.

"Along with developing the tourism business, the various empirical literature hasexamined various aspects that can improve human resources competence to provideservices that refer to international standards (Astutiet al., 2018; Hewagamaet al., 2019).Nevertheless, the literature that discusses the hotel business problems has not been carriedout systematically and deeply. As a result, several problems emerged, such as the role ofleadership (Afsar and Umrani, 2019), human resource management" P2L13-23

2. Similarly, the four justification for legitimizing the present study needs to be reworked. The lack of studies in a particular field does not automatically grant access for legitimizing a study. Instead, the rationale of the study and the gaps presented in the literature needs to be carefully thought and properly founded. It would be best for the authors to explain WHY these relationships are important and worth examining. Additionally, they might want to refer to previous studies and explain what was found / not found, and present inconsistencies reported in the literature, explain these discrepancies and propose how they would solve these discrepancies.

3. The authors mentioned that the model is based on social exchange theory, yet there is very limited discussion of this in the literature review. It would best if the authors could further enhance this part of the literature review by: 1) defining the social exchange theory; 2) explaining how it applies in the present research and how each of the concepts in the study fit into the current model.

4. The mediating role of employee trust and employee satisfaction is not very clear. Some of these aspects discussed in the literature are far fetch and is hardly related to the present context.

5. The authors used snow ball sampling ("One of the researchers' efforts to distribute questionnaires in pandemic Covid-19 conditions was through the networking method, namely asking respondents to redistribute the questionnaire to their colleagues"P5L38-42).

6. I am a bit surprised by the number of hotels that were approached for the sample that the authors obtained. It was almost a ratio of 2 employees per hotel. Please provide some details regarding the hotels that were sampled (how many employees per hotel, the star rating of the sampled hotels) and what was the inclusion criteria.

7. It would be better to present demographic information of participants in the results section, as a separate subsection entitled "Descriptive / Demographic information" (instead of presenting it in the methodology section). In addition to the short paragraph describing the demographic data, it would be helpful to the reader to provide further insights if additional demographic information is presented in a table.

8. When reporting the results, it should be purely descriptive, reporting only what was found. The explanation of results should be included in the discussion, so as to whether the results contradict or corroborate evidence from past research.

9. Leader Support → Employee Loyalty was not supported. Please elaborate on the explanations as to why these are not related, as the current explanation is limited and unclear (as reported on P.8L.23-25).

10. Social Exchange theory not properly discussed in the discussion. The study was based on the social exchange theory, yet there is limited discussion of the results in relation to that.

11. Caution needs to be exercised when providing managerial recommendations and suggestions that go beyond what was found. None of the variables relate to technological adoptions, yet the authors suggest "adopting technology to increase employee productivity" (P.8L44-45). Other examples relate to empowerment that was not measured in the present study and was included as a recommendation for managerial implication "This role can be realized through various supports for employees, such as freedom of work autonomy, opportunities to participate, respecting employees' ideas and knowledge (Arsawan et al., 2020)." (P.8L40-43). Additionally, it would be expected that the implications are directly related to the COVID19, yet none of the practical implications suggested by the authors refers to the pandemic outbreak.

12. It is odd when the aim of the present study is to examine the proposed research model in the specific context of COVID19, and yet, the authors suggest that this is a limitation of research? This appears to be contradictory…

13. The writing appears to be choppy at times, it is recommended that the authors work on the transitions to improve the fluency and readability of the manuscript.

Additional Questions:
1. Originality: Does the paper contain new and significant information adequate to justify publication?: The topic under discussion is novel and is worth looking into.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes, the literature review is comprehensive, yet the framework that the study was based on (social exchange theory) is not clearly explained and needs to be further elaborated.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: There are some aspects of the methodology that needs to be revised as detailed below.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Yes

5. Contributions to urban and city research literature and practice: Does the paper make a meaningful and significant contribution to the research literature on urban and city tourism? Is the paper likely to have practical value to city tourism practitioners?: No. Please see my comments below.

6. Practicality and/or Research implications: Does the paper identify clearly any implications for practice and/or further research? Are these implications consistent with the findings and conclusions of the paper?: No. Please see my comments below.

7. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc?: Only minor issues, though the authors may want to improve the transition between sections.

Reviewer: 3

Recommendation: Major Revision

Comments:
Appreciation to the author(s) who actively make a research and wrote an article that relates with the pandemic Covid-19 on hospitality industry in Indonesia. Need explanation from the author(s) why he/she investigating employee loyalty to the hotel, in the middle of the pandemic where hotels are layings-off many of their employees.

Please pay attention to my comments and revise accordingly.

Additional Questions:
1. Originality: Does the paper contain new and significant information adequate to justify publication?: Yes. Appreciation to the author(s) who actively make a research and wrote an article that relates with the pandemic Covid-19 on hospitality industry in Indonesia.

However, the author(s) have to add more explanation why he/she investigating employee loyalty to the hotel, in the middle of the pandemic where hotels are layings-off many of their employees.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes. However, there are brave statements made by the author(s). The author(s) claim for several times that there are no previous research regarding these variables:

a. Most empirical studies on employee loyalty only focus on the banking sector (Lamberti, 2021; Narteh and Odoom, 2015) and SME (Gandhi et al., 2018). Thus, this study is one of the first studies to examine the determinants of loyalty in hotel industry employees.==> page 2 line 31-33
b. There is no research linking leaders' role with trust and employee satisfaction in measuring employee loyalty (Yue et al., 2019; Zeffane and Melhem, 2017) ⎩ page line 36-38

The statement is quite brave, I just want to make sure that the author(s) have done a prudent exploration prior of giving this statement.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: There are some points that needs to be clarify regarding the methodology: Hypotheses Development: The author(s) have to check H8: Employee satisfaction as a mediator for the effect of employee trust on employee loyalty. Is this hypotheses correct? Or there is a typo? Since in the research result part, it is actually: Employee trust as a mediator for the effect of leader support on employee loyalty.

Sampling method (page 5 line 34-39): 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.

My question is, the respondents are the employee who are being discharged during the pandemic. Won't this situation affecting the respondents' responses?

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Result of hypothesis testing on hypothesis 3 (page 7 line 9-11), where leader support has no significant effect on employee loyalty with a path coefficients value of 0.091 and p-value 0.093 (H3 not supported). This result contradict the study results by Wang, Lu, and Liu (2017) that employee loyalty refers to behavior to engage in organizational interests.

For this result, the author(s) explains that it happens because in the hotel business, top management is not directly involved in hotel operations. In operational activities, employees have more attachment to middle leaders, such as department heads or supervisors. Thus, employees cannot directly feel the support from the top leaders from the operational side. I suggest that the author(s) find other rationales that might come from previous researches or other analysis, because in some hotels, top management has a system to engage their employees.

5. Contributions to urban and city research literature and practice: Does the paper make a meaningful and significant contribution to the research literature on urban and city tourism? Is the paper likely to have practical value to city tourism practitioners?: In my opinion, this paper is more focus into the hospitality industry.

6. Practicality and/or Research implications: Does the paper identify clearly any implications for practice and/or further research? Are these implications consistent with the findings and conclusions of the paper?: Yes, however there is a contradiction between the findings and implication as reflected in the abstract part:

Page 1 Line 16-19: Findings: The results revealed that leader support did not have a significant effect on employee loyalty. Satisfaction and trust act as double mediators in leaders' support and loyalty relationships.
But on the Research limitations and implications, the author(s) stated that Employees need leaders' support to remain loyal to their organization in a slowdown situation due to the Covid 19 pandemic and its various challenges.

Please check again this analysis so that it will be in line with the research results. Or, perhaps the author(s) want to add more explanation on this?

7. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc?: Yes, the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership.

This paper also has a good clarity and readability.

Minor Revision

14-Jun-2021

Dear Dr. I Nengah Aristana,

Manuscript ID IJTC-03-2021-0036.R1 entitled "Employee Loyalty during Slowdown of Covid 19: Does Satisfaction and Trust Matter?" which you submitted to the International Journal of Tourism Cities, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter.

The reviewer(s) have suggested some minor revisions to your manuscript. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

To revise your manuscript, log into https://mc.manuscriptcentral.com/ijtc and enter your Author Centre, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using the track changes mode in MS Word or by using bold or coloured text.

Once the revised manuscript is prepared, you can upload it and submit it through your Author Centre.

When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

IMPORTANT: Your original files are available to you when you upload your revised manuscript. Please delete any redundant files before completing the submission.

Because we are trying to facilitate timely publication of manuscripts submitted to the International Journal of Tourism Cities, your revised manuscript should be uploaded as soon as possible. If it is not possible for you to submit your revision in a reasonable amount of time, we may have to consider your paper as a new submission.

Once again, thank you for submitting your manuscript to the International Journal of Tourism Cities and I look forward to receiving your revision.

Yours sincerely,
Assoc. Prof. Hera Oktadiana, CHE
Guest Editor, International Journal of Tourism Cities
hera.oktadiana@jcu.edu.au

Reviewer(s)' Comments to Author:
Reviewer: 1

Recommendation: Minor Revision

Comments:
Please see above.

Additional Questions:
1. Originality: Does the paper contain new and significant information adequate to justify publication?: Yes

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: I appreciate the authors' efforts in revising and justifying their research approach. It would be great for authors to further explain why the score interpretation is maximized at 5 while the Likert scale is 7-point. Why not just

employed the original point scale that is maxed at 7?

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Yes

5. Contributions to urban and city research literature and practice: Does the paper make a meaningful and significant contribution to the research literature on urban and city tourism? Is the paper likely to have practical value to city tourism practitioners?: The connection is still rather weak. The paper is much hospitality oriented, and the authors have not demonstrated the linkage of how their research value add to the urban and tourism city. The paper shows the contribution to the hotel industry, it needs to further illustrate how the findings contribute to the city. Or how does this finding affect the hotel industry that further affects the city development.

6. Practicality and/or Research implications: Does the paper identify clearly any implications for practice and/or further research? Are these implications consistent with the findings and conclusions of the paper?: Yes

7. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc?: Yes

Reviewer: 2

Recommendation: Minor Revision

Comments:
First of all, the authors should be more considerate when they indicate that revisions were made and marked in yellow. This should indeed accurately reflect that changes that were made, which is often not the case when compared to the original document (on some instances).

Second, the mediating role of employee trust and employee satisfaction is still not clear to me. How would this further explain the relationship between leader support and employee loyalty? The examples borrowed from the marketing literature does not appear to be adequate and is hardly related to what the authors wish to investigate.

Additional Questions:
1. Originality: Does the paper contain new and significant information adequate to justify publication?: See comments below

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: See comments below

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: See comments below

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: See comments below

5. Contributions to urban and city research literature and practice: Does the paper make a meaningful and significant contribution to the research literature on urban and city tourism? Is the paper likely to have practical value to city tourism practitioners?: See comments below

6. Practicality and/or Research implications: Does the paper identify clearly any implications for practice and/or further research? Are these implications consistent with the findings and conclusions of the paper?: See comments below

7. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc?: See comments below

Reviewer: 3

Recommendation: Minor Revision

Comments:
Kindly refer to the comments.

Additional Questions:
1. Originality: Does the paper contain new and significant information adequate to justify publication?: Done. The author(s) have add more explanation why he/she investigating employee loyalty to the hotel, in the middle of the pandemic where hotels are laying-off many of their employees.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Done. The author has revised the research gap
(Introduction section, page 2).

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: The respond for this question still need to be clarify. Kindly make a clearer statement for the statements below:

The author stated: 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.   My Question: The respond still do not answer the question if this situation will affecting their respond. My suggestion, perhaps the author(s) can put this as a limitation of the research.

The author stated: The questionnaire was created using google form and distributed using snowball sampling
My question: What is meant by snow ball sampling? Snow ball technique is usually used for qualitative research.

The author stated: 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).
My Question: Is this research qualitative, quantitative, or mixed method? The used of informants usually are for qualitative research.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: The author has revised and added an explanation for the results of this paper (section 5. Discussion, paragraph 3, page 9). However, it is still need to be supported by a stronger and clearer literature.

5. Contributions to urban and city research literature and practice: Does the paper make a meaningful and significant contribution to the research literature on urban and city tourism? Is the paper likely to have practical value to city tourism practitioners?: The author has added a description of city tourism practitioners in the Introduction (paragraph 3, page 2). Revisions are marked with yellow highlights.

However, it is still need to be clarified:

The author wrote: 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.

My questions: Why did the author think so, because the impact of pandemic in resort hotel or rural area actually is bigger than the city area where hotel business can still run from the business traveler guests.

The author also adds an explanation in the Managerial Implication section (paragraph 3, page 11). Revisions are marked with yellow highlights.

The author wrote: 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.
My questions: Kindly check the statement again because many tourism business in rural areas are more suffered because usually rural tourism are dependent on tourists (international or domestic). With restrictions for travelers, many rural tourism areas can not have any business at all. While the tourism business in the city can still receive guests from business sectors.

6. Practicality and/or Research implications: Does the paper identify clearly any implications for practice and/or further research? Are these implications consistent with the findings and conclusions of the paper?: Done. The author has revised the Implication section (on pages 10-11)
Revisions are marked with yellow highlights.

7. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc?: No revision.

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Accepted

International Journal of Tourism Cities
International Journal of Tourism Cities - Decision on Manuscript ID IJTC-03-2021-0036.R3

To: nengah.aristana@triatmamulya.ac.id, wayanediarsawan@pnb.ac.id, rusti_arini@unmas.ac.id,
Reply-To: hera.oktadiana@jcu.edu.au

Inbox - Google   11 July 2021 16.02

11-Jul-2021

Dear Aristana, I Nengah; Arsawan, I Wayan Edi; Rustiarini, Ni Wayan

It is a pleasure to accept your manuscript IJTC-03-2021-0036.R3, entitled "Employee Loyalty during Slowdown of Covid 19: Do Satisfaction and Trust Matter?" in its current form for publication in International Journal of Tourism Cities. Please note, no further changes can be made to your manuscript.

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Thank you for your contribution. On behalf of the Editors of International Journal of Tourism Cities, we look forward to your continued contributions to the Journal.

Yours sincerely,
Assoc. Prof. Hera Oktadiana, CHE
Guest Editor, International Journal of Tourism Cities
hera.oktadiana@jcu.edu.au

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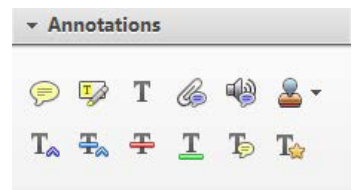
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AQ2— Please check the accuracy of the affiliation(s) of each author and make changes as appropriate. Affiliations cannot be changed once the article has been published online. Please ensure to include the city and country names in the affiliation(s), as these are mandatory in line with Emerald house style.

AQ3— Please consider revising "Covid 19" to "Covid-19" in the article title.

AQ4— Please check there is no acknowledgment and funding mentioned. Please provide acknowledgment and funding.

Employee loyalty during slowdown of Covid 19: Do satisfaction and trust matter?

AQ:1 I. Nengah Aristana, I. Wayan Edi Arsawan and Ni Wayan Rustiarini

Abstract

Purpose – *This research aims to test employee loyalty in the hotel industry, particularly during the Covid-19 pandemic. This study examines 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 by using WarpPLS 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/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 *Employee satisfaction, Leader support, Trust and employee loyalty*

Paper type *Research paper*

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1. Introduction

The hotel business supports the tourism industry and the 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 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 hit hardest (Davahli *et al.*, 2020). The pandemic 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. Moreover, the pandemic reduces the activities of urban communities to hold business mobility between cities, and it has a substantial impact on the growth of city tourism. Besides, globalization has created a creative industry that supports the tourism sector (Postma *et al.*, 2017). As a result, tourism has become a popular agenda in urban policy and encourages the development of the hospitality industry in urban areas. It cannot be denied that city tourism experience an enormous pandemic impact than tourism in rural areas. This study tests the relationship between 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). Employees are the most valuable assets in the hotel industry 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). 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. 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 (Blau, 1964)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

2.1 Social exchange theory

Social exchange theory is a voluntary action 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 become 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 influencing interpersonal 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).

2.2 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.*, 2001). 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 *et al.*, 2017).

2.3 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. Employee satisfaction is defined as an emotional state that arises from employees' assessments (Al-Sada *et al.*, 2017; Chang *et al.*, 2010), 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. 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).

2.4 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. 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).

2.5 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 develop its business. An employee's voluntary commitment and participation to the organization assume that he is an inseparable part of the organization (Bhat and Darzi, 2018). Thus, loyalty is more action-oriented because it relates to employee behavior. 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).

2.6 Hypotheses development

2.6.1 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 *et al.* (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).

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 increases 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 employee loyalty to the organization (Book *et al.*, 2019). Leadership has a positive effect on increasing employee loyalty (Wang *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). Therefore, manager behavior positively impacts loyal employee behavior (Ineson *et al.*, 2013). Thus, the formulated hypotheses are as follows:

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.

2.7 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). Satisfaction and loyalty 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 impacts 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 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 (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 emphasizes that the development of the concept of internal marketing must involve employees as consumers. Therefore, employee trust increases loyalty behavior (Boonlertvanich, 2019; Hung *et al.*, 2019). Thus, the formulated hypotheses are 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.

2.8 Role of employee trust and employee satisfaction as a mediator

Employee satisfaction is a strong bond and responsibility felt by employees towards their organization. Loyalty also shows employee loyalty and pride that they have become part of the organization (Avey *et al.*, 2012). Employee loyalty is created when there is a collaboration between leadership support, employee satisfaction and employee trust. A leader's support can increase employee commitment and emotional bond with the organization (Schaubroeck *et al.*, 2012). Meanwhile, employee satisfaction and employee trust are interactive phenomena in employee-leadership relationships (Chang *et al.*, 2010; Erawan, 2020). Leadership support creates positive working relationships to motivate

employees to take the best actions for the organization. A leader's support is shown from the leadership's efforts to appreciate the employees in ethical, fair and loyal ways (Sapta *et al.*, 2021; Tseng and Wu, 2017). When employees feel the integrity and benevolence of the leader, they have a positive perception of and trust in the leader (Hu *et al.*, 2019). Leadership support makes employees feel valued and respected to create employee trust and satisfaction (Ding and Jiang, 2021). In the hospitality industry, manager behavior significantly influences employee loyalty through leadership engagement (Book *et al.*, 2019; Ineson *et al.*, 2013). The leaders who prioritize and serve employees' needs positively affect employee loyalty, which is mediated by employee satisfaction. Thus, the formulated hypotheses are as follows:

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

H8. Employee trust 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.
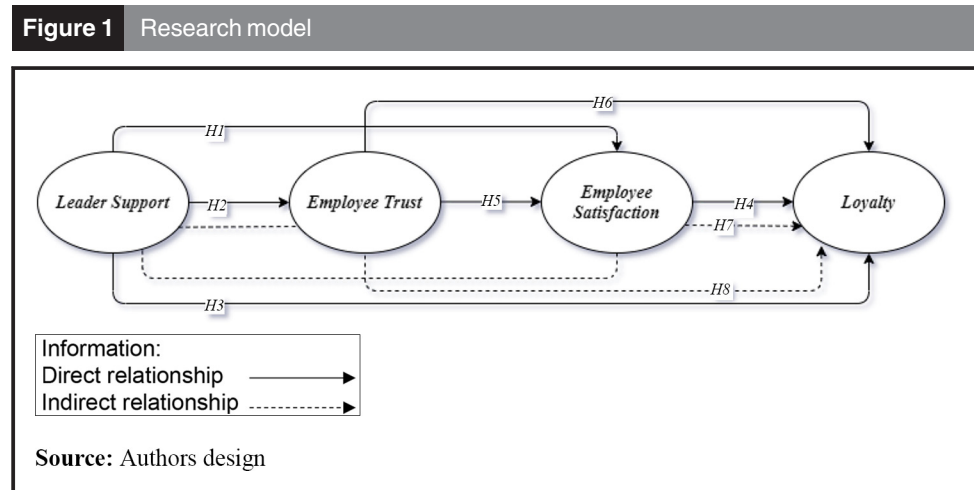
F1

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. Considering that the Covid-19 pandemic conditions lasted for a long time, 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. The sampling technique using snowball sampling is an efficient survey strategy used in populations challenging to reach and have diverse

Figure 1 Research model

Source: Authors design

characteristics (Goyder *et al.*, 1992; Perez *et al.*, 2013). This method refers to a recruitment technique. Each respondent was asked to recommend their friends or colleagues to participate in this study.

This study used a questionnaire with a Likert scale of 1–5, namely, 1 = strongly disagree until 5 = strongly agree. This study uses five answer choices to make it easier for respondents to distinguish each scale point. A Likert scale range more significant than five is seen as making it difficult for respondents to choose an answer. Also, odd answer choices (five) accommodate respondents' needs to give neutral answers. 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 variables leader support, employee satisfaction, employee trust and loyalty. First, this study transforms ordinal data into interval data using the method of successive intervals. This method aims to make a sequence of values into successive intervals. The frequency distribution of each response will be accumulated as a cumulative proportion of the total score (Edwards and Thurstone, 1952). Next, the researcher calculated the mean value for the respondent's answers. The mean value is the process of finding the value by adding up the data divided by the sum of the data divided by the number of one per each data (Walpole, 1982). Based on the mean value, we categorize and classify the respondent's response-answer tendencies. Next, we identified a minimum score of 1, a maximum score of 5 and the width of the scale was 0.8. This range similar to previous studies from Sintaasih *et al.* (2019). The value of the width of the scale is obtained by deducting the maximum value minus the minimum value, then divided by five Likert scale ranges used in the questionnaire. The interpretation of the score for respondents'

T1-T2 perceptions of the research questions is presented in Table 1 and 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's 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 WarpPLS.

4. Research result

4.1 Respondent demographic information

T3 Based on the data collected, the respondents' demographic information presenting in Table 3.

Table 1 Score interpretation	
Score interpretation	
Leader support, employee satisfaction, employee trust dan loyalty	
1.00–1.80	Very Low
1.81–2.61	Low
2.62–3.42	Moderate
3.43–4.23	High
4.24–5.00	Very High
Source: Authors calculation	

Table 2	the descriptive statistic result of the variable		
No.	*Variable/Indicators*	*Mean*	*Remark*
Leader support		4.33	Very High
1	Granting autonomy	4.13	High
2	Opportunity to participate	4.40	Very High
3	Opportunities for growth	4.49	Very High
4	Respect employee ideas	4.37	Very High
5	Help employees	4.38	Very High
6	Provide information	4.41	Very High
7	Provide support to employees	4.16	High
Employee satisfaction		4.23	High
1	Feel appropriate to the job	4.34	Very High
2	The company is as expected	4.09	High
3	Have the satisfaction of working at the company	4.29	Very High
4	The company provides an experience	4.64	Very High
5	The company is better than others	3.94	High
6	The company gives everything	4.13	High
7	Impressed with the company	4.20	High
Employee trust		4.52	Very High
1	Give the best ability	4.62	Very High
2	Provide time	4.50	Very High
3	Follow the rules	4.62	Very High
4	Work with integrity	4.58	Very High
5	Count on the company	4.07	High
6	Work with responsibility	4.75	Very High
Employee loyalty		4.40	Very High
1	Emphasize the positive aspects	4.50	Very High
2	Defending the workplace	4.28	Very High
3	Never complained	3.87	High
4	Represent the company	4.58	Very High
5	Promote the company	4.66	Very High
6	Become part of the company	4.69	Very High
7	Loyal to the company	4.31	Very High
8	The company is a priority	4.32	Very High
Source: Authors calculation			

Table 3	Respondent demographic information	
Employees detail (n = 206)	*Frequency*	*(%)*
Gender		
Male	108	52.4
Female	98	47.6
Education		
Graduate	42	20.4
Post Graduate	164	79.6
Experience (in years)		
1–10	182	88.4
11–20	13	6.3
21–30 and above	11	5.3
Source: Authors calculation		

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 (Table 4), Discriminant Validity (Table 5), as well as composite reliability, and Cronbach's alpha (Table 6). The results of the validity and reliability tests for the variable

Table 4	The loading factor values of each indicator	
Variable	*Indicator*	*Outer Loading (OL)*
Leader Support (LS)	LS 1	0.833
	LS 2	0.910
	LS 3	0.922
	LS 4	0.917
	LS 5	0.895
	LS 6	0.885
	LS 7	0.816
Employee Satisfaction (ES)	ES 1	0.783
	ES 2	0.892
	ES 3	0.848
	ES 4	0.773
	ES 5	0.671
	ES 6	0.874
	ES 7	0.883
Employee Trust (ET)	ET 1	0.861
	ET 2	0.842
	ET 3	0.840
	ET 4	0.870
	ET 5	0.689
	ET 6	0.820
Employee Loyalty (EL)	EL 1	0.719
	EL 2	0.694
	EL 3	0.538
	EL 4	0.715
	EL 5	0.699
	EL 6	0.768
	EL 7	0.761
	EL 8	0.759
Source: Authors calculation		

Table 5	AVE Values and correlation among variables				
Variable	*AVE*	*LS*	*ES*	*ET*	*EL*
Leader support	0.780	0.883			
Employee satisfaction	0.674	0.673	0.821		
Employee trust	0.677	0.608	0.690	0.823	
Employee Loyalty	0.504	0.512	0.756	0.767	0.710
Source: Authors calculation					

Table 6	Composite reliability, Cronbach's alpha, Q-Square and VIF's			
Variables	*Composite reliability (CR)*	*Cronbach's alpha (CA)*	Q^2 *Coefficient*	*VIF's*
Leader support	0.961	0.953	–	2.023
Employee satisfaction	0.935	0.918	0.585	3.167
Employee trust	0.926	0.903	0.382	2.886
Employee loyalty	0.889	0.857	0.695	3.270
Source: Authors calculation				

leader support (X), employee satisfaction (Y1), employee trust (Y2) and employee loyalty (Y3) are presented in Tables 4, 5 and 6.

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).

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's alpha, presented in 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's 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.

4.3 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.   F2 T7

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 prove that the support of leaders increases the level of employee satisfaction. The results of *H2* testing also show that the support leader
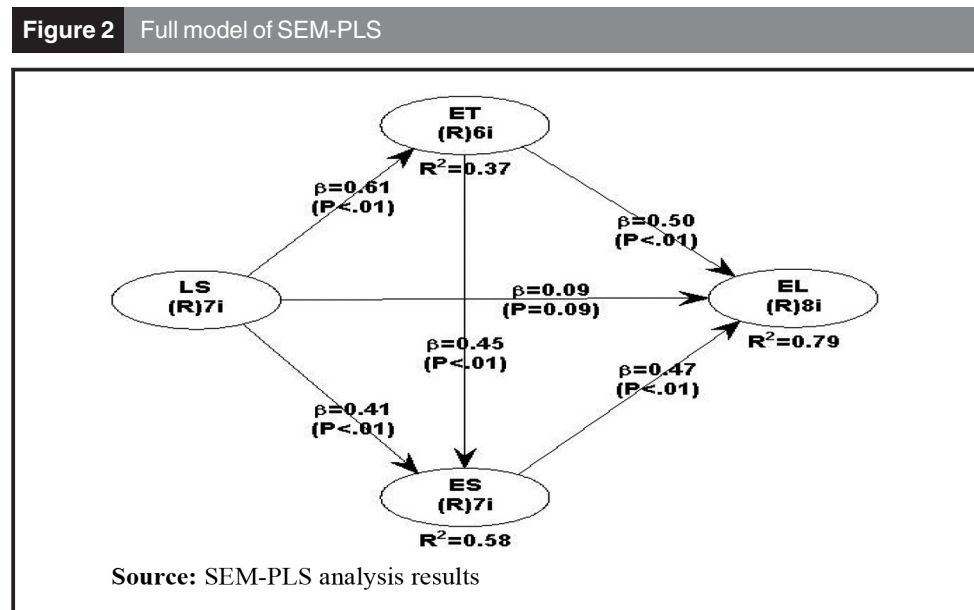
Figure 2 Full model of SEM-PLS

Source: SEM-PLS analysis results

Table 7 Path coefficient of direct effect

Influence between variables	Path coefficients	P-value	SE	Information
Leader support → Employee satisfaction	0.406	<0.001	0.061	H1 supported
Leader support → Employee trust	0.612	<0.001	0.062	H2 supported
Leader support → Employee loyalty	0.091	0.093	0.061	H3 rejected
Employee satisfaction → Employee loyalty	0.472	<0.001	0.064	H4 supported
Employee trust → Employee satisfaction	0.447	<0.001	0.064	H5 supported
Employee trust → Employee loyalty	0.499	<0.001	0.061	H6 supported

Source: Authors calculation

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 *H3* indicate that leader support has no significant effect on employee loyalty with a path coefficients 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 *H5* 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 *H6* 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.

T8

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 *H7*. 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 *H8*.

5. Discussion

H1 result proves that the support of leaders increases 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). Employee satisfaction is defined as an emotional state that arises from employees' assessments (Al-Sada *et al.*, 2017; Chang *et al.*, 2010). 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. A capable leader always provides direction to the organization and its followers to achieve the expected goals. Leadership support will motivate subordinates to

Table 8 Results of the mediation test

Leader Support → Employee Satisfaction → Employee Loyalty	$0{,}406.0{,}472/\sqrt{(0{,}472^2.0{,}061^2) + (0{,}406^2.\,0{,}064^2)} = 4{,}9411$	1,96	H7 supported
Leader support → Employee trust → Employee loyalty	$0{,}612.0{,}499/\sqrt{(0{,}499^2.0{,}062^2) + (0{,}612^2.\,0{,}064^2)} = 6{,}2985$	1,96	H8 supported

Source: Authors calculation

complete tasks well to foster employee job satisfaction (Kiarie *et al*., 2017). Previous studies revealed that employees feel more satisfied in performing their job functions when they get support from superiors, such as a positive work environment, high morale and supporting resources to complete the assigned tasks (Xu *et al*., 2017). Employee job satisfaction is primarily determined by exchanging ideas between leaders and subordinates (Eşitti and Kasap, 2020). Liu *et al*. (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). These results confirm previous research (Boamah *et al*., 2018; Eşitti and Kasap, 2020; Liu *et al*., 2020; Mufti *et al*., 2020).

H2 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. 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). Leaders create a virtual environment to provide fair treatment and respect for subordinates. Besides, subordinates tend to believe in leaders that are consistent and keep promises. Previous research revealed that leadership support fosters subordinates' confidence and increases their confidence in completing the assigned tasks (Mo and Shi, 2017). 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. The results support previous studies' results (Kelloway *et al*., 2012; Wang and Hsieh, 2013; Xiong *et al*., 2016).

Contrary to the two previous results, *H3* 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). However, the findings 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.

H4 found that employee satisfaction significantly affected employee loyalty. Employee loyalty is defined as the intention and dedication to always be with the organization and develop its business. It can be said as an employee's voluntary commitment and participation to the organization and assumes that he is an inseparable part of the organization. Loyalty is more action-oriented because it relates to employee behavior. Employee satisfaction is a predictor of loyalty (Chao and Cheng, 2019; Hung *et al.*, 2019). Several empirical findings suggest that employees that have fewer complaints will be more productive in their activities. They are willing to extend the employment contract with their supervisor and company and have a lower probability of leaving the organization (Farrukh *et al.*, 2019). Therefore, job satisfaction is a way to attract and retain the best people in the organization (Kiarie *et al.*, 2017). 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). Therefore, employee satisfaction will increase employee loyalty (Boonlertvanich, 2019; Jun *et al.*, 2006). The results support previous findings (Boonlertvanich, 2019; Chang *et al.*, 2010; Hassan *et al.*, 2013; Hung *et al.*, 2019).

Statistical analysis for *H5* 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), related to employee feelings about work (Hassan *et al.*, 2013). Employee satisfaction levels are associated with work, compensation and employers (Ko and Choi, 2019). However, employee satisfaction is determined mainly by employees' trust in the leadership and organization. The leadership's ability to manage human resources well is believed to contribute to employee satisfaction (Bahadur *et al.*, 2020). The Braun *et al.* (2013) research proves that employees' trust in leaders and organizations increases employee perceptions of job satisfaction. Before being involved in a work engagement, employee cognition will form a perception of the organization. When employees judge that the organization compensates and meets employees' psychological needs, cognitive trust contributes to employee satisfaction (Yao *et al.*, 2019). 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) trust affect employee satisfaction.

The results of the *H6* test revealed that employee trust significantly increased employee loyalty. Employee loyalty is influenced by not only employee satisfaction but also 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). Employee trust fosters individual moral norms to direct loyal employees to the organization. Employee trust is the foundation of a long-term relationship between employees and the organization. Employees' trust in the leadership and organization produces positive affection that encourages employees to commit to staying loyal to their current job (Kayeser Fatima and Abdur Razzaque, 2014). 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 can increase loyalty behavior (Boonlertvanich, 2019; Hung *et al.*, 2019). The results support previous empirical evidence that employee trust affects employee loyalty (Ababneh, 2020; Song *et al.*, 2019).

H7 is formulated that employee satisfaction is a mediator for leader support on employee loyalty. The Sobel Test's mediation 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. Employee satisfaction is a strong bond and responsibility felt by employees towards their organization. Loyalty also shows employee loyalty and pride that they have become part of the organization (Avey *et al.*, 2012). Employee satisfaction is an interactive phenomenon in the relationship between employees and leaders (Erawan, 2020). The support of a leader increase employee commitment and emotional bond (Schaubroeck *et al.*, 2012). In the hospitality industry, manager behavior significantly influences employee loyalty through leadership engagement (Book *et al.*, 2019; Ineson *et al.*, 2013). Leaders who prioritize and serve employees' needs positively affect employee loyalty, which is mediated by employee satisfaction. Thus, employee satisfaction mediates the leadership support and employee loyalty relationship.

H8 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; Ko and Choi, 2019; Roberts and David, 2020). Leadership support creates positive working relationships to motivate employees to take the best actions for the organization. A leader's support is shown from the leadership's efforts to respect employees ethically, fairly and loyally (Tseng and Wu, 2017). When employees feel the integrity and benevolence of the leader, they have a positive perception of and trust in the leader (Hu *et al.*, 2019). Leadership support makes employees feel valued and respected, thus engender employee trust. These results indicate that leader support does not directly increase employee loyalty. However, this study proved that employee trust 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), and 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 and increase satisfaction and maintain their loyalty (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 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, employee trust creates employee loyalty (Ababneh, 2020; Ko and Choi, 2019; Roberts and David, 2020).

6.2.2 Managerial implications. This study provides four managerial implications. First, in conditions of uncertainty and crisis, the leaders' role is vital in dealing with change and directing the organization towards the recovery process (Giousmpasoglou 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 for the organization as part of their lives.

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.

Third, for tourism business managers in city tourism, the city is no longer just a point of departure or transit for a trip but becomes a location for attractions or the destination of a person's journey (Postma et al., 2017). However, the pandemic has reduced the activities of urban communities to hold business mobility between cities, thus having a substantial impact on tourism growth in urban areas. Bell et al. (2009) finding that urban areas are more vulnerable to public health crises than rural areas. As a result, the COVID-19 pandemic drastically hit the tourism industry in urban destinations.

Fourth, it is undeniable that the Covid-19 pandemic has had a devastating impact on urban tourism (Barbhuiya and Chatterjee, 2020; Gössling et al., 2020; Karim et al., 2020), particularly in cities in Bali, Bangkok, Osaka and Phuket. These four tourism areas have had the most negative tourism performance since the pandemic (Anguera-Torrell et al., 2021). This condition is because tourism in this country is very dependent on international tourists. This pandemic has pushed hotel employees to look for alternative jobs outside the hotel sector. Therefore, 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.

Fifth, the Covid-19 pandemic requires an appropriate response from the government in making policies and strategic plans (Sharma *et al.*, 2021). The recovery process runs well for resilient cities (McCartney *et al.*, 2021). In this context, the government and hotel managers can build synergies to recover urban tourism to build sustainable tourism and improve the economy.

6.3 Research limitations

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 the 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. Generally, the research respondents are hotel industry employees that are laid off. However, researchers cannot control whether the pandemic situation will affect their answers to the questions presented on the questionnaire. Therefore, that there may be biased results that have not been explained in this study. This condition is one of the limitations of this study. Future research suggests comparing employee behavior during a pandemic and after a pandemic to obtain comprehensive research results.

AO: 4

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

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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 interpersonal 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.*, 2001). 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.

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

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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 (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 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.

2.7 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.

4.3 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 coefficients 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). Attitudes 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,

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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).

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

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.

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Tabel 1 Score interpretation

Score interpretation	
Leader support, employee satisfaction, employee trust dan loyalty	
1.00-1.80	Very Low
1.81-2.61	Low
2.62-3.42	Moderate
3.43-4.23	High
4.24-5.00	Very High

Source: authors calculation

Tabel 2 The descriptive statistic result of the variable

No.	Variable/Indicators	Mean	Remark
	Leader support	4.33	Very High
1	Granting autonomy	4.13	High
2	Opportunity to participate	4.40	Very High
3	Opportunities for growth	4.49	Very High
4	Respect employee ideas	4.37	Very High
5	Help employees	4.38	Very High
6	Provide information	4.41	Very High
7	Provide support to employees	4.16	High
	Employee satisfaction	4.23	High
1	Feel appropriate to the job	4.34	Very High
2	The company is as expected	4.09	High
3	Have the satisfaction of working at the company	4.29	Very High
4	The company provides an experience	4.64	Very High
5	The company is better than others	3.94	High
6	The company gives everything	4.13	High
7	Impressed with the company	4.20	High
	Employee trust	4.52	Very High
1	Give the best ability	4.62	Very High
2	Provide time	4.50	Very High
3	Follow the rules	4.62	Very High
4	Work with integrity	4.58	Very High
5	Count on the company	4.07	High
6	Work with responsibility	4.75	Very High
	Employee loyalty	4.40	Very High
1	Emphasize the positive aspects	4.50	Very High
2	Defending the workplace	4.28	Very High
3	Never complained	3.87	High
4	Represent the company	4.58	Very High
5	Promote the company	4.66	Very High
6	Become part of the company	4.69	Very High
7	Loyal to the company	4.31	Very High
8	The company is a priority	4.32	Very High

Source: authors calculation

Table 3. Respondent Demographic Information

Employees detail (n=206)	Frequency	%
Gender		
Male	108	52.4
Female	98	47.6
Education		
Graduate	42	20.4
Post Graduate	164	79.6
Experience (in years)		
1 - 10	182	88.4
11 - 20	13	6.3
21 - 30 and above	11	5.3

Source: authors calculation

Table 4. The Loading Factor Values of Each indicator

Variable	Indicator	Outer Loading (OL)
Leader Support (LS)	LS 1	0.833
	LS 2	0.910
	LS 3	0.922
	LS 4	0.917
	LS 5	0.895
	LS 6	0.885
	LS 7	0.816
Employee Satisfaction (ES)	ES 1	0.783
	ES 2	0.892
	ES 3	0.848
	ES 4	0.773
	ES 5	0.671
	ES 6	0.874
	ES 7	0.883
Employee Trust (ET)	ET 1	0.861
	ET 2	0.842
	ET 3	0.840
	ET 4	0.870
	ET 5	0.689
	ET 6	0.820
Employee Loyalty (EL)	EL 1	0.719
	EL 2	0.694
	EL 3	0.538
	EL 4	0.715
	EL 5	0.699
	EL 6	0.768
	EL 7	0.761
	EL 8	0.759

Source: authors calculation

Table 5. AVE Values and Correlation among Variables

Variable	AVE	LS	ES	ET	EL
Leader Support	0.780	0.883			
Employee Satisfaction	0.674	0.673	0.821		
Employee Trust	0.677	0.608	0.690	0.823	
Employee Loyalty	0.504	0.512	0.756	0.767	0.710

Source: authors calculation

Table 6. Composite Reliability, Cronbach Alpha, Q-Square, and VIF's

Variables	Composite Reliability (CR)	Cronbach Alpha (CA)	Q^2 Coefficient	VIF's
Leader Support	0.961	0.953	-	2.023
Employee Satisfaction	0.935	0.918	0.585	3.167
Employee Trust	0.926	0.903	0.382	2.886
Employee Loyalty	0.889	0.857	0.695	3.270

Source: authors calculation

Table 7. Path Coefficient of Direct Effect

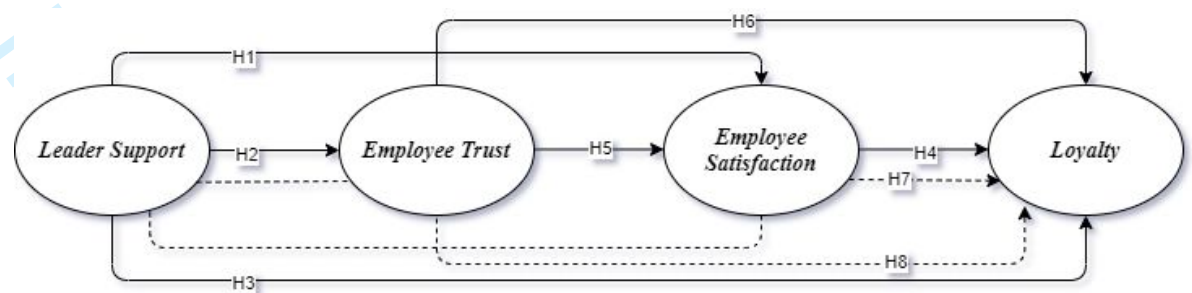| Influence between variables	Path coefficients	P-value	SE	Information
Leader Support → Employee Satisfaction	0.406	<0.001	0.061	H1 supported
Leader Support → Employee Trust	0.612	<0.001	0.062	H2 supported
Leader Support → Employee Loyalty	0.091	0.093	0.061	H3 rejected
Employee Satisfaction → Employee Loyalty	0.472	<0.001	0.064	H4 supported
Employee Trust → Employee Satisfaction	0.447	<0.001	0.064	H5 supported
Employee Trust → Employee Loyalty	0.499	<0.001	0.061	H6 supported

Source: authors calculation

Table 8. Results of the Mediation Test

Leader Support → Employee Satisfaction → Employee Loyalty	$0,406.0,472/\sqrt{(0,472^2.0,061^2) + (0,406^2.0,064^2)} = 4,9411$	1,96	H7 supported
Leader Support → Employee Trust → Employee Loyalty	$0,612.0,499/\sqrt{(0,499^2.0,062^2) + (0,612^2.0,064^2)} = 6,2985$	1,96	H8 supported

Source: authors calculation

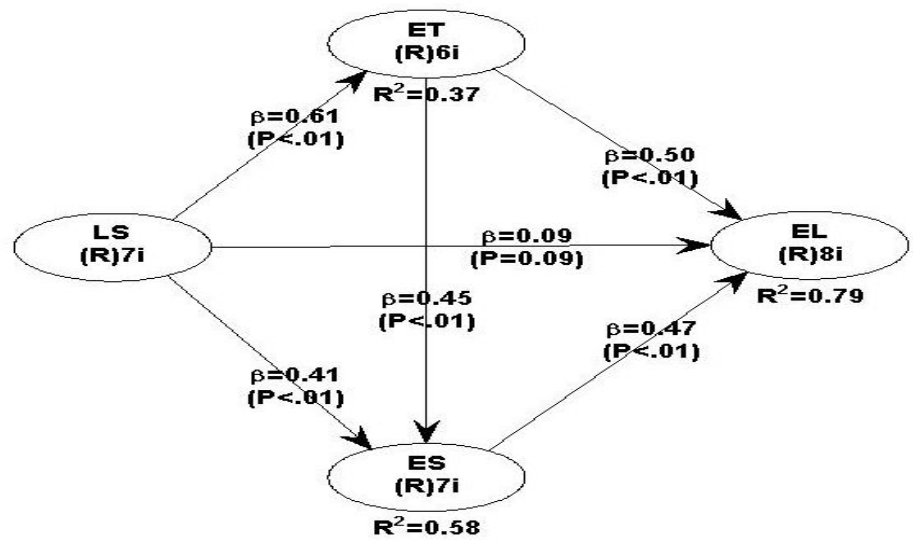Source: authors design

Figure 1. Research Model

Information:
Direct relationship →
Indirect relationship ------>

Source: SEM-PLS analysis results

Figure 2. Full Model of SEM-PLS

Dear
Assoc. Prof. Hera Oktadiana, CHE
Editor of International Journal of Tourism Cities

Thank you very much for reviewing our paper.
Next, I will send our revised paper.

Based on the review, this is my revision.

	Comment from Reviewer 1	
1	Originality: Does the paper contain new and significant information adequate to justify publication?: To a certain extent. The employed constructs are well examined within the field, yet the findings reflect the COVID-19 situation, which would be beneficial to the field.	No revision
2	Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: The author included an adequate amount of recent literature, however, the connections between each literature are missing. I would suggest the author insert a visual diagram to illustrate the proposed framework and corresponding hypotheses of this study	The author has added an figure (Figure 1, page 6). Revisions are marked with yellow highlights.
3	Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: Justification is needed on why discharged respondents are selected? Why current workers are not included in the study? The author mentioned accidental sampling, but the questionnaire was distributed through the networking method. Why is it snowball sampling? In the abstract, it is mentioned that "distributing questionnaires to 211 employees of the 94 hotels" but later the completed surveys is 206. While it is not incorrect, it causes inconsistency. How was the measured item asked? or how was the measured item evaluated? 7-point likert scale?	The author has added the reasons for using snowball sampling. (section 3.1 Sampling Method, paragraph 2, page 6). Revisions are marked with yellow highlights. Abstract writing has been improved. (Abstract section, page 1). Revisions are marked with yellow highlights. The author has added that the questionnaire uses a 7-point Likert scale (section 3.1 Sampling Method, paragraph 2, page 6). Revisions are marked with yellow highlights. The author has added an explanation regarding the measurement of the research variables. (section 3.2 Measurement, Table 1 and Table 2, page 6). Revisions are marked with yellow highlights.

4	Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Justification for using 30 respondents for validity and reliability testing is needed. with reference. Descriptive analysis such as the mean score of the measured items is needed to provide more information. The author has provided detailed reporting of the results, however, more discussion of these results is required. For instance, besides confirming with previous literature, how this finding elicit more knowledge, insight, and the phenomenon of employees' loyalty to the company.	The author has added an explanation as dicussion. (section 5. Discussion pages 8-10). Revisions are marked with yellow highlights.
5	Contributions to urban and city research literature and practice: Does the paper make a meaningful and significant contribution to the research literature on urban and city tourism? Is the paper likely to have practical value to city tourism practitioners?: Sadly no, the paper very much emphasizes the leader-employee relation. The author didn't extend the findings into the area of urban and city tourism.	The author has added a description of city tourism practitioners in the Introduction (paragraph 3, page 2). Revisions are marked with yellow highlights. The author also adds an explanation in the Managerial Implication section (paragraph 3, page 11). Revisions are marked with yellow highlights.
6	Practicality and/or Research implications: Does the paper identify clearly any implications for practice and/or further research? Are these implications consistent with the findings and conclusions of the paper?: The author listed the potential contribution with little explanation. It would be better if examples or more illustrations could be given to all the four managerial implications.	The author has added a description of the managerial implications (section Managerial Implications"page 12). Revisions are marked with yellow highlights. The author also adds theoretical and practical contributions. (Introduction section, paragraph 2, page 3).
7	Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc?: Editorial service is highly recommended.	The author has rearranged the sentence structure and the use of other attributes. Thus, readers are expected to find it easier to understand the contents of this article.

		Comment from Reviewer 2	
	1	The gaps presented in the literature is rather vague, and provides little evidence as to support the claims that the authors make. It is highly recommended that the authors narrow down and specify what the gap is, rather than simply stating that the discussions of hotel business problems has not been carried out systematically and deeply. "Along with developing the tourism business, the various empirical literature hasexamined various aspects that can improve human resources competence to provideservices that refer to international standards (Astutiet al., 2018; Hewagamaet al., 2019).Nevertheless, the literature that discusses the hotel business problems has not been carriedout systematically and deeply. As a result, several problems emerged, such as the role ofleadership (Afsar and Umrani, 2019), human resource management" P2L13-23.	The author has revised the research gap. (Introduction section, page 2). Revisions are marked with yellow highlights.
	2	Similarly, the four justification for legitimizing the present study needs to be reworked. The lack of studies in a particular field does not automatically grant access for legitimizing a study. Instead, the rationale of the study and the gaps presented in the literature needs to be carefully thought and properly founded. It would be best for the authors to explain WHY these relationships are important and worth examining. Additionally, they might want to refer to previous studies and explain what was found / not found, and present inconsistencies reported in the literature, explain these discrepancies and propose how they would solve these discrepancies.	The author has revised the research gap. (Introduction section, page 2). Revisions are marked with yellow highlights.
	3	The authors mentioned that the model is based on social exchange theory, yet there is very limited discussion of this in the literature review. It would best if the authors could further enhance this part of the literature review by: 1) defining the social exchange theory; 2) explaining how it applies in the present research and how each of the concepts in the study fit into the current model.	The author has added a description of the Social Exchange Theory (section Literature review and development hypotheses, page 3). Revisions are marked with yellow highlights.
	4	The mediating role of employee trust and employee satisfaction is not very clear. Some of these aspects discussed in the literature are far fetch and is hardly related to the present context.	The author has added to the literature and explained the relationship between variables (section Literature review and development hypotheses, page 6). Revisions are marked with yellow highlights.

5	The authors used snow ball sampling ("One of the researchers' efforts to distribute questionnaires in pandemic Covid-19 conditions was through the networking method, namely asking respondents to redistribute the questionnaire to their colleagues"P5L38-42).	The author uses snowball sampling and has conveyed the reasons for using this method. (section 3.1 Sampling Method, paragraph 2, page 6). Revisions are marked with yellow highlights.
6	I am a bit surprised by the number of hotels that were approached for the sample that the authors obtained. It was almost a ratio of 2 employees per hotel. Please provide some details regarding the hotels that were sampled (how many employees per hotel, the star rating of the sampled hotels) and what was the inclusion criteria.	The author adds an explanation that there are no specific criteria specified for the respondent. (Sampling Method section, paragraph 1, page 6). Revisions are marked with yellow highlights.\n\nThe author also makes this a limitation of this study. (explanation is given in Research Limitation, page 11). Revisions are marked with yellow highlights.
7	It would be better to present demographic information of participants in the results section, as a separate subsection entitled "Descriptive / Demographic information" (instead of presenting it in the methodology section). In addition to the short paragraph describing the demographic data, it would be helpful to the reader to provide further insights if additional demographic information is presented in a table.	Demographic data of respondents are presented in Table 3. Respondent Demographic Information (on 4.1 Respondent Demographic Information, page 7). Revisions are marked with yellow highlights.
8	When reporting the results, it should be purely descriptive, reporting only what was found. The explanation of results should be included in the discussion, so as to whether the results contradict or corroborate evidence from past research.	The author describes the research results in the Research Results section (pages 7-8), while the explanation of the research results is presented in the Discussion section (pages 8-11). Revisions are marked with yellow highlights.
9	Leader Support → Employee Loyalty was not supported. Please elaborate on the explanations as to why these are not related, as the current explanation is limited and unclear (as reported on P.8L.23-25).	The author has revised and added an explanation for the results of this paper (section 5. Discussion, paragraph 3, page 9) Revisions are marked with yellow highlights.
10	Social Exchange theory not properly discussed in the discussion. The study was based on the social exchange theory, yet there is limited discussion of the results in relation to that.	The author has added a description of the Social Exchange Theory (section Literature review and development hypotheses, page 3). Revisions are marked with yellow highlights.

11	Caution needs to be exercised when providing managerial recommendations and suggestions that go beyond what was found. None of the variables relate to technological adoptions, yet the authors suggest "adopting technology to increase employee productivity" (P.8L44-45). Other examples relate to empowerment that was not measured in the present study and was included as a recommendation for managerial implication "This role can be realized through various supports for employees, such as freedom of work autonomy, opportunities to participate, respecting employees' ideas and knowledge (Arsawan et al., 2020)." (P.8L40-43). Additionally, it would be expected that the implications are directly related to the COVID19, yet none of the practical implications suggested by the authors refers to the pandemic outbreak.	The author has revised the Managerial Implication section (paragraphs 1-3, page 11) Revisions are marked with yellow highlights.
12	It is odd when the aim of the present study is to examine the proposed research model in the specific context of COVID19, and yet, the authors suggest that this is a limitation of research? This appears to be contradictory.	The author adds an explanation as to why this contradicts. (section on page 11) Revisions are marked with yellow highlights.
13	The writing appears to be choppy at times, it is recommended that the authors work on the transitions to improve the fluency and readability of the manuscript.	The researcher adds an explanation regarding the transition that occurred.
	Additional Questions:	
	Originality: Does the paper contain new and significant information adequate to justify publication?: The topic under discussion is novel and is worth looking into.	No revision
	Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes, the literature review is comprehensive, yet the framework that the study was based on (social exchange theory) is not clearly explained and needs to be further elaborated.	The author has added a description of the Social Exchange Theory (section Literature review and development hypotheses, page 3). Revisions are marked with yellow highlights.
	Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the	The author has added an explanation (Material and Methods section, page 6) Revisions are marked with yellow highlights.

	methods employed appropriate?: There are some aspects of the methodology that needs to be revised as detailed below.	
	Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Yes	No revision
	Contributions to urban and city research literature and practice: Does the paper make a meaningful and significant contribution to the research literature on urban and city tourism? Is the paper likely to have practical value to city tourism practitioners?: No. Please see my comments below.	The author has added a description of city tourism practitioners in the Introduction (paragraph 3, page 2). Revisions are marked with yellow highlights. The author also adds an explanation in the Managerial Implication section (paragraph 3, page 11). Revisions are marked with yellow highlights.
	Practicality and/or Research implications: Does the paper identify clearly any implications for practice and/or further research? Are these implications consistent with the findings and conclusions of the paper?: No. Please see my comments below.	The author has revised the Implication section (on pages 10-11). Revisions are marked with yellow highlights.
	Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc?: Only minor issues, though the authors may want to improve the transition between sections.	The author has improved the overall writing of the article.

		Comment from Reviewer 3	
1		Originality: Does the paper contain new and significant information adequate to justify publication?: Yes. Appreciation to the author(s) who actively make a research and wrote an article that relates with the pandemic Covid-19 on hospitality industry in Indonesia. However, the author(s) have to add more explanation why he/she investigating employee loyalty to the hotel, in the middle of the pandemic where hotels are layings-off many of their employees.	The author has conveyed this reason in the first gap. (Introduction section, paragraph 3, page 2) Revisions are marked with yellow highlights.
		Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?: Yes. However, there are brave statements made by the author(s). The author(s) claim for several times that there are no previous research regarding these variables: a. Most empirical studies on employee loyalty only focus on the banking sector (Lamberti, 2021; Narteh and Odoom, 2015) and SME (Gandhi et al., 2018). Thus, this study is one of the first studies to examine the determinants of loyalty in hotel industry employees.==> page 2 line 31-33 b. There is no research linking leaders' role with trust and employee satisfaction in measuring employee loyalty (Yue et al., 2019; Zeffane and Melhem, 2017) ∟ page line 36-38 The statement is quite brave, I just want to make sure that the author(s) have done a prudent exploration prior of giving this statement.	The author has revised the research gap (Introduction section, page 2). Revisions are marked with yellow highlights.
		Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?: There are some points that needs to be clarify regarding the methodology: Hypotheses Development: The author(s) have to check H8: Employee satisfaction as a mediator for the effect of employee trust on employee loyalty. Is this hypotheses correct? Or there is a typo? Since in the research result part, it is actually:	The author has added a description for the development of the H8 (page 6). Revisions are marked with yellow highlights. The author has added a description of the sampling method (Sampling Method section, paragraph 2, p. 6). Revisions are marked with yellow highlights.

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	Employee trust as a mediator for the effect of leader support on employee loyalty. Sampling method (page 5 line 34-39): 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. My question is, the respondents are the employee who are being discharged during the pandemic. Won't this situation affecting the respondents' responses?	The author has added assumptions regarding the use of respondents (Sampling Method section, paragraph 2, page 6). Revisions are marked with yellow highlights.
	Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: Result of hypothesis testing on hypothesis 3 (page 7 line 9-11), where leader support has no significant effect on employee loyalty with a path coefficients value of 0.091 and p-value 0.093 (H3 not supported). This result contradict the study results by Wang, Lu, and Liu (2017) that employee loyalty refers to behavior to engage in organizational interests. For this result, the author(s) explains that it happens because in the hotel business, top management is not directly involved in hotel operations. In operational activities, employees have more attachment to middle leaders, such as department heads or supervisors. Thus, employees cannot directly feel the support from the top leaders from the operational side. I suggest that the author(s) find other rationales that might come from previous researches or other analysis, because in some hotels, top management has a system to engage their employees.	The author has revised and added an explanation for the results of this paper (section 5. Discussion, paragraph 3, page 9) Revisions are marked with yellow highlights.
	Contributions to urban and city research literature and practice: Does the paper make a meaningful and significant contribution to the research literature on urban and city tourism? Is the paper likely to have practical value to city tourism practitioners?: In my opinion, this paper is more focus into the hospitality industry.	The author has added a description of city tourism practitioners in the Introduction (paragraph 3, page 2). Revisions are marked with yellow highlights. The author also adds an explanation in the Managerial Implication section (paragraph 3, page 11). Revisions are marked with yellow highlights.

	Practicality and/or Research implications: Does the paper identify clearly any implications for practice and/or further research? Are these implications consistent with the findings and conclusions of the paper?: Yes, however there is a contradiction between the findings and implication as reflected in the abstract part: Page 1 Line 16-19: Findings: The results revealed that leader support did not have a significant effect on employee loyalty. Satisfaction and trust act as double mediators in leaders' support and loyalty relationships. But on the Research limitations and implications, the author(s) stated that Employees need leaders' support to remain loyal to their organization in a slowdown situation due to the Covid 19 pandemic and its various challenges. Please check again this analysis so that it will be in line with the research results. Or, perhaps the author(s) want to add more explanation on this?	The author has revised the Implication section (on pages 10-11) Revisions are marked with yellow highlights.
	Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc?: Yes, the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership. This paper also has a good clarity and readability.	No revision

International Journal of Tourism

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

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Employee Loyalty during Slowdown of Covid 19:
Do 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 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

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1. Introduction

The hotel business supports the tourism industry and the 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 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 hit hardest (Davahli *et al.*, 2020). The pandemic 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. Moreover, the pandemic reduces the activities of urban communities to hold business mobility between cities, and it has a substantial impact on the growth of city tourism. Besides, globalization has created a creative industry that supports the tourism sector (Postma *et al.*, 2017). As a result, tourism has become a popular agenda in urban policy and encourages the development of the hospitality industry in urban areas. It cannot be denied that city tourism experience an enormous pandemic impact than tourism in rural areas. This study tests the relationship between 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). Employees are the most valuable assets in the hotel industry 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). 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. 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 (Blau, 1964)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 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 become 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 influencing interpersonal 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.*, 2001). 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 *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. Employee satisfaction is defined as an emotional state that arises from employees' assessments (Al-Sada *et al.*, 2017; Chang *et al.*, 2010), 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. 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 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. 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 develop its business. An employee's voluntary commitment and participation to the organization assume himself as an inseparable part of the organization (Bhat and Darzi, 2018). Thus, loyalty is more action-oriented because it relates to employee behavior. 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).

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 increases 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 employee loyalty to the organization (Book et al., 2019). Leadership has a positive effect on increasing employee loyalty (Wang *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). Therefore, manager behavior positively impacts loyal employee behavior (Ineson *et al.*, 2013). Thus, the formulated hypothesis is:

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). Satisfaction and loyalty 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 impacts 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 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 (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 emphasizes that the development of the concept of internal marketing must involve employees as consumers. Therefore, employee trust increases loyalty behavior (Boonlertvanich, 2019; Hung *et al.*, 2019). Thus, the formulated hypothesis is:

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.

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

Employee satisfaction is a strong bond and responsibility felt by employees towards their organization. Loyalty also shows employee loyalty and pride that they have become part of the organization (Avey *et al.*, 2012). Employee loyalty is created when there is a collaboration between leadership support, employee satisfaction, and employee trust. A leader's support can increase employee commitment and emotional bond with the organization (Schaubroeck *et al.*, 2012). Meanwhile, employee satisfaction and employee trust are interactive phenomena in employee-leadership relationships (Chang *et al.*, 2010; Erawan, 2020). Leadership support creates positive working relationships to motivate employees to take the best actions for the organization. A leader's support is shown from the leadership's efforts to

appreciate the employees in ethical, fair, and loyal ways (Tseng and Wu, 2017). When employees feel the integrity and benevolence of the leader, they have a positive perception of and trust in the leader (Hu *et al.*, 2019). Leadership support makes employees feel valued and respected to create employee trust and satisfaction (Ding and Jiang, 2021). In the hospitality industry, manager behavior significantly influences creating employee loyalty through leadership engagement (Book *et al.*, 2019; Ineson *et al.*, 2013). The leaders who prioritize and serve employees' needs positively affect employee loyalty, which is mediated by employee satisfaction. Thus, the formulated hypothesis is:

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

H8: Employee trust 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. Considering that the Covid 19 pandemic conditions lasted for a long time, 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. The sampling technique using snowball sampling is an efficient survey strategy used in populations challenging to reach and have diverse characteristics (Goyder *et al.*, 1992; Perez *et al.*, 2013). This method refers to a recruitment technique. Each respondent was asked to recommend their friends or colleagues to participate in this study.

This study used a questionnaire with a Likert scale of 1-5, namely 1 = strongly disagree until 5 = strongly agree. This study uses five answer choices to make it easier for respondents to distinguish each scale point. A Likert scale range more significant than five is seen as making it difficult for respondents to choose an answer. Also, odd answer choices (five) accommodate respondents' needs to give neutral answers. 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 variables 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

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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.

4.3 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 prove that the support of leaders increases 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 coefficients 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 increases 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). Employee satisfaction is defined as an emotional state that arises from employees' assessments (Al-Sada *et al.*, 2017; Chang *et al.*, 2010). 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. A capable leader always provides direction to the organization and its followers to achieve the expected goals. Leadership support will motivate subordinates to complete tasks well to foster employee job satisfaction (Kiarie *et al.*, 2017). Previous studies revealed that employees feel more satisfied in performing their job functions when they get support from superiors, such as a positive work environment, high morale, and supporting resources to complete the assigned tasks (Xu *et al.*, 2017). 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). These results confirm previous research (Boamah *et al.*, 2018; Eşitti and Kasap, 2020; Liu *et al.*, 2020; Mufti *et al.*, 2020).

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

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management, trust in supervisors, and co-workers' trust. 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). Leaders create a virtual environment to provide fair treatment and respect for subordinates. Besides, subordinates tend to believe in leaders that are consistent and keep promises. Previous research revealed that leadership support fosters subordinates' confidence and increases their confidence in completing the assigned tasks (Mo and Shi, 2017). 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. The results support 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). However, the findings 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 develop its business. It can be said as an employee's voluntary commitment and participation to the organization and assumes that he is an inseparable part of the organization. Loyalty is more action-oriented because it relates to employee behavior. Employee satisfaction is a predictor of loyalty (Chao and Cheng, 2019; Hung *et al.*, 2019). Several empirical findings suggest that employees that have fewer complaints will be more productive in their activities. They are willing to extend the employment contract with their supervisor and company and have a lower probability of leaving the organization (Farrukh *et al.*, 2019). Therefore, job satisfaction is a way to attract and retain the best people in the organization (Kiarie *et al.*, 2017). 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). Therefore, employee satisfaction will increase employee loyalty (Boonlertvanich, 2019; Jun *et al.*, 2006). The results support previous findings (Boonlertvanich, 2019; Chang *et al.*, 2010; 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), which is related to employee feelings about work (Hassan *et al.*, 2013). Employee satisfaction levels are associated with work, compensation, and employers (Ko and Choi, 2019). However, employee satisfaction is determined mainly by employees' trust in the leadership and organization. The leadership's ability to manage human resources well is believed to contribute to employee satisfaction (Bahadur *et al.*, 2020). The Braun *et al.* (2013) research proves that employees' trust in leaders and organizations increases employee perceptions of job satisfaction. Before being involved in a work engagement, employee cognition will form a perception of the organization. When employees judge that the organization compensates and meets employees' psychological needs, cognitive trust contributes to employee satisfaction (Yao *et al.*, 2019). 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) 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 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). Employee trust fosters individual moral norms to direct loyal employees to the organization. Employee trust is the foundation of a long-term relationship between employees and the organization. Employees' trust in the leadership and organization produces positive affection that encourages employees to commit to staying loyal to their current job (Kayeser Fatima and Abdur Razzaque, 2014). 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 can increase loyalty behavior (Boonlertvanich, 2019; Hung *et al.*, 2019). The results support previous empirical evidence that employee trust affects employee loyalty (Ababneh, 2020; Song *et al.*, 2019).

The seventh hypothesis is formulated that employee satisfaction is a mediator for leader support on employee loyalty. The Sobel Test's mediation 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. Employee satisfaction is a strong bond and responsibility felt by employees towards their organization. Loyalty also shows employee loyalty and pride that they have become part of the organization (Avey *et al.*, 2012). Employee satisfaction is an interactive phenomenon in the relationship between employees and leaders (Erawan, 2020). The support of a leader increase employee commitment and emotional bond (Schaubroeck *et al.*, 2012). In the hospitality industry, manager behavior significantly influences creating employee loyalty through leadership engagement (Book *et al.*, 2019; Ineson *et al.*, 2013). Leaders who prioritize and serve employees' needs positively affect employee loyalty, which is mediated by employee satisfaction. Thus, employee satisfaction mediates 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; Ko and Choi, 2019; Roberts and David, 2020). Leadership support creates positive working relationships to motivate employees to take the best actions for the organization. A leader's support is shown from the leadership's efforts to respect employees ethically, fairly, and loyally (Tseng and Wu, 2017). When employees feel the integrity and benevolence of the leader, they have a positive perception of and trust in the leader (Hu *et al.*, 2019). Leadership support makes employees feel valued and respected, thus engender employee trust. These results indicate that leader support does not directly increase employee loyalty. However, this study proved that employee trust 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), and 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 and increase satisfaction and maintain their loyalty (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 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, employee trust creates employee loyalty (Ababneh, 2020; Ko and Choi, 2019; Roberts and David, 2020).

6.2.2 Managerial implications

This study provides four managerial implications. First, in conditions of uncertainty and crisis, the leaders' role is vital in dealing with change and directing the organization towards the recovery process (Giousmpasoglou *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 for the organization as part of their lives.

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.

Third, for tourism business managers in city tourism, the city is no longer just a point of departure or transit for a trip but becomes a location for attractions or the destination of a person's journey (Postma *et al.*, 2017). However, the pandemic has reduced the activities of urban communities to hold business mobility between cities, thus having a substantial impact on tourism growth in urban areas. Bell *et al.* (2009) finding that urban areas are more vulnerable to public health crises than rural areas. As a result, the COVID-19 pandemic drastically hit the tourism industry in urban destinations.

Fourth, it is undeniable that the Covid-19 pandemic has had a devastating impact on urban tourism (Barbhuiya and Chatterjee, 2020; Gössling *et al.*, 2020; Karim *et al.*, 2020), particularly in cities in Bali, Bangkok, Osaka, and Phuket. These four tourism areas have had the most negative tourism performance since the pandemic (see Anguera-Torrell *et al.*, 2021). This condition is because tourism in this country is very dependent on international tourists. This pandemic has pushed hotel employees to look for alternative jobs outside the hotel sector. Therefore, 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.

Fifth, the Covid-19 pandemic requires an appropriate response from the government in making policies and strategic plans (Sharma *et al.*, 2021). The recovery process runs well for resilient cities (McCartney *et al.*, 2021). In this context, the government and hotel managers can build synergies to recover urban tourism to build sustainable tourism and improve the economy.

6.2 Research limitations

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 the 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. Generally, the research respondents are hotel industry employees that are laid off. However, researchers cannot control whether the pandemic situation will affect their answers to the questions presented on the questionnaire. Therefore, that there may be biased results that have not been explained in this study. This condition is one of the limitations of this study. Future research suggests comparing employee behavior during a pandemic and after a pandemic to obtain comprehensive research results.

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Tabel 1 Score interpretation

Score interpretation	
Leader support, employee satisfaction, employee trust dan loyalty	
1.00-1.80	Very Low
1.81-2.61	Low
2.62-3.42	Moderate
3.43-4.23	High
4.24-5.00	Very High

Source: authors calculation

Tabel 2 The descriptive statistic result of the variable

No.	Variable/Indicators	Mean	Remark
	Leader support	4.33	Very High
1	Granting autonomy	4.13	High
2	Opportunity to participate	4.40	Very High
3	Opportunities for growth	4.49	Very High
4	Respect employee ideas	4.37	Very High
5	Help employees	4.38	Very High
6	Provide information	4.41	Very High
7	Provide support to employees	4.16	High
	Employee satisfaction	4.23	High
1	Feel appropriate to the job	4.34	Very High
2	The company is as expected	4.09	High
3	Have the satisfaction of working at the company	4.29	Very High
4	The company provides an experience	4.64	Very High
5	The company is better than others	3.94	High
6	The company gives everything	4.13	High
7	Impressed with the company	4.20	High
	Employee trust	4.52	Very High
1	Give the best ability	4.62	Very High
2	Provide time	4.50	Very High
3	Follow the rules	4.62	Very High
4	Work with integrity	4.58	Very High
5	Count on the company	4.07	High
6	Work with responsibility	4.75	Very High
	Employee loyalty	4.40	Very High
1	Emphasize the positive aspects	4.50	Very High
2	Defending the workplace	4.28	Very High
3	Never complained	3.87	High
4	Represent the company	4.58	Very High
5	Promote the company	4.66	Very High
6	Become part of the company	4.69	Very High
7	Loyal to the company	4.31	Very High
8	The company is a priority	4.32	Very High

Source: authors calculation

Table 3. Respondent Demographic Information

Employees detail (n=206)	Frequency	%
Gender		
Male	108	52.4
Female	98	47.6
Education		
Graduate	42	20.4
Post Graduate	164	79.6
Experience (in years)		
1 - 10	182	88.4
11 - 20	13	6.3
21 - 30 and above	11	5.3

Source: authors calculation

Table 4. The Loading Factor Values of Each indicator

Variable	Indicator	Outer Loading (OL)
Leader Support (LS)	LS 1	0.833
	LS 2	0.910
	LS 3	0.922
	LS 4	0.917
	LS 5	0.895
	LS 6	0.885
	LS 7	0.816
Employee Satisfaction (ES)	ES 1	0.783
	ES 2	0.892
	ES 3	0.848
	ES 4	0.773
	ES 5	0.671
	ES 6	0.874
	ES 7	0.883
Employee Trust (ET)	ET 1	0.861
	ET 2	0.842
	ET 3	0.840
	ET 4	0.870
	ET 5	0.689
	ET 6	0.820
Employee Loyalty (EL)	EL 1	0.719
	EL 2	0.694
	EL 3	0.538
	EL 4	0.715
	EL 5	0.699
	EL 6	0.768
	EL 7	0.761
	EL 8	0.759

Source: authors calculation

Table 5. AVE Values and Correlation among Variables

Variable	AVE	LS	ES	ET	EL
Leader Support	0.780	0.883			
Employee Satisfaction	0.674	0.673	0.821		
Employee Trust	0.677	0.608	0.690	0.823	
Employee Loyalty	0.504	0.512	0.756	0.767	0.710

Source: authors calculation

Table 6. Composite Reliability, Cronbach Alpha, Q-Square, and VIF's

Variables	Composite Reliability (CR)	Cronbach Alpha (CA)	Q^2 Coefficient	VIF's
Leader Support	0.961	0.953	-	2.023
Employee Satisfaction	0.935	0.918	0.585	3.167
Employee Trust	0.926	0.903	0.382	2.886
Employee Loyalty	0.889	0.857	0.695	3.270

Source: authors calculation
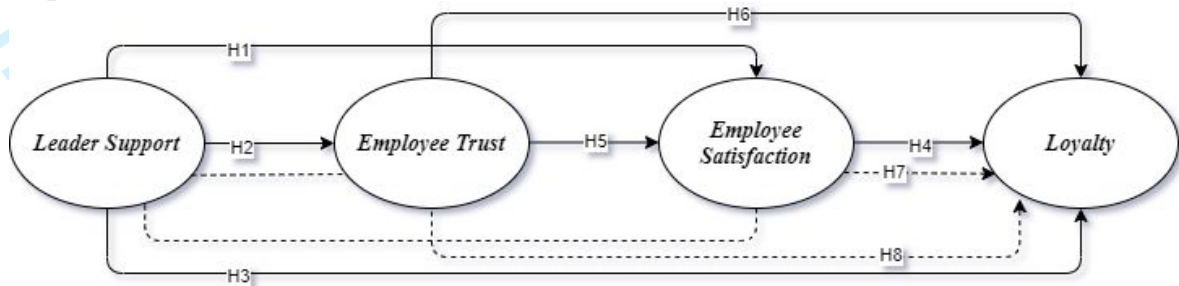
Table 7. Path Coefficient of Direct Effect

Influence between variables	Path coefficients	P-value	SE	Information
Leader Support → Employee Satisfaction	0.406	<0.001	0.061	H1 supported
Leader Support → Employee Trust	0.612	<0.001	0.062	H2 supported
Leader Support → Employee Loyalty	0.091	0.093	0.061	H3 rejected
Employee Satisfaction → Employee Loyalty	0.472	<0.001	0.064	H4 supported
Employee Trust → Employee Satisfaction	0.447	<0.001	0.064	H5 supported
Employee Trust → Employee Loyalty	0.499	<0.001	0.061	H6 supported

Source: authors calculation

Table 8. Results of the Mediation Test

Leader Support → Employee Satisfaction → Employee Loyalty	$0,406.0,472/\sqrt{(0,472^2.0,061^2) + (0,406^2. 0,064^2)} = 4,9411$	1,96	H7 supported
Leader Support → Employee Trust → Employee Loyalty	$0,612.0,499/\sqrt{(0,499^2.0,062^2) + (0,612^2. 0,064^2)} = 6,2985$	1,96	H8 supported

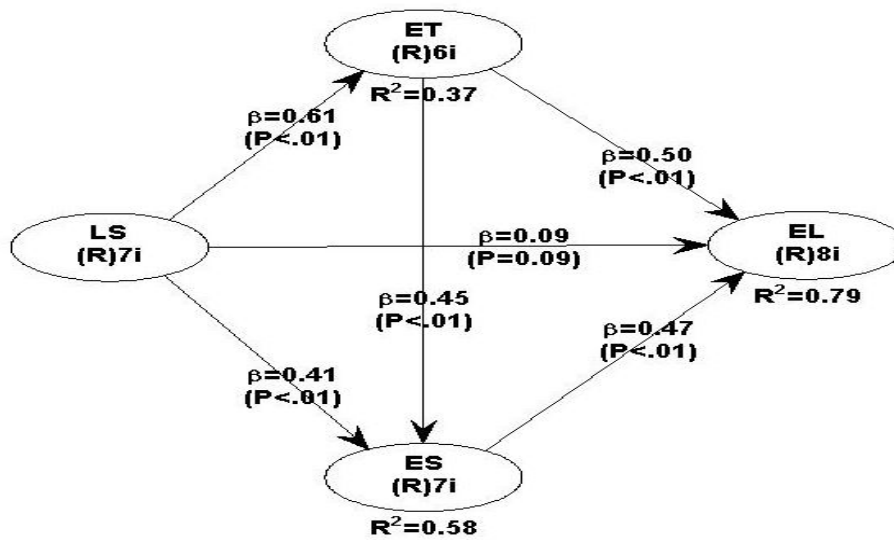Source: authors calculation

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Source: authors design

Figure 1. Research Model

Information:
Direct relationship   ──────────▶
Indirect relationship ─ ─ ─ ─ ─▶

Source: SEM-PLS analysis results

Figure 2. Full Model of SEM-PLS

International Journal of Tourism

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

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

Abstract

Purpose- This research was conducted to investigate employee loyalty in the hotel industry, especially 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 211 employees of the 94 hotels in Bali, Indonesia, particularly during the pandemic Covid 19. The research data were then analyzed using WrapPLS software.

Findings: The results revealed that leader support did not have a significant effect on employee 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.

Practical implication-

Originality/ Value- Research on the effects of the Covid 19 pandemic on various sectors has been comprehensive. However, research investigating 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

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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 (Škare *et al.*, 2021); (John, 2020). This condition proves that the tourism sector is fragile (Kaushal and Srivastava, 2021) that it requires an appropriate response to ensure resilience and sustainability (Sobaih *et al.*, 2021). During a pandemic, efforts to maintain the hotel industry resilience are to keep employee loyalty (Ding and Jiang, 2021) and determine the correct leadership pattern (Kerrissey and Edmondson, 2020; Pillai *et al.*, 2021). Therefore, the hotel industry can still support a country's economy (Yao et al., 2019).

Along with developing the tourism business, the various empirical literature has examined various aspects that can improve human resources competence to provide services that refer to international standards (Astuti *et al.*, 2018; 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 (Afsar and Umrani, 2019), 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). This phenomenon causes the need to investigate employee loyalty of human resources working in the hotel industry.

Based on this phenomenon, this study closes four research gaps. First, to the best of our knowledge, there has been no research that examines employee loyalty, particularly when the hotel industry is experiencing a slow down due to the Covid-19 pandemic. This crisis requires various thoughts on how to pay attention to sustainable employment (John, 2020). Second, in various empirical studies, employee loyalty has not been considered a crucial phenomenon (Farrukh *et al.*, 2019) given the dynamic roles and functions of employees in the hospitality sector. Most empirical studies on employee loyalty only focus on the banking sector (Lamberti, 2021; Narteh and Odoom, 2015) and SME (Gandhi *et al.*, 2018). Thus, this study is one of the first studies to examine the determinants of loyalty in hotel industry employees.

Third, research that examines leaders' role in providing protection is still scarce (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). Fourth, there are different views regarding the concept of employee loyalty. In terms of traditional human resource strategies, loyalty is a simple model (Gaber and Fahim, 2018). On the other hand, marketing science reveals that the concept of loyalty includes aspects of individual expectations, attitudes, and behavior (Fernandes *et al.*, 2020). Since employees act as internal consumers, employee loyalty is an aspect of attitude and behavior considered in marketing research.

This study explores the role of leader support in building trust to increase employee satisfaction and loyalty in a single model (Li *et al.*, 2012). 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). Theoretically, this study elaborates on the social exchange theory (Blau, 1964) that employees will survive if they get something from the organization, both real and unreal. In practical terms, this research provides practical, effective solutions to resolve changes and movements in the hotel sector and address 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
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

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shows the leader's positive behavior can be a model in providing services, planning and setting goals, supporting workgroups, interacting, and providing feedback (Amabile *et al.*, 2006). The leader's support can also influence subordinates through skill development, project handling, and increasing intrinsic motivation (Smith-Jentsch et al., 2001). In the last few decades, leadership support has played an essential role in improving organizational performance. 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 who can support their subordinates through ethical behavior can encourage employees to make positive social exchanges (Wang et al., 2017).

2.2 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 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). 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). Attitudes and cognition indicate employee satisfaction toward their work environment. 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). Tran (2020) revealed that employee satisfaction is also determined by their ability to adjust to organizational culture. This attitude will emphasize 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
The concept of trust is associated with each individual's attribution to the intentions and motives underlying their behavior (Zeffane and Melhem, 2017). 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). 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. Furthermore, trust is stated as an essential aspect in building long-term relationships. Sharkie (2009) states that a trust is a co-collaborative approach shown by employees in their organization. Trust is an important factor in increasing the efficiency and quality of cooperation between employees (Hsieh and Wang, 2015). 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. 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. 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
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 *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).

Previous empirical evidence reveals that the type of leadership is proven to increase employee satisfaction. Previous research conducted by 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.*, 1990, 1996).

Leadership not only affects employee loyalty but can also increase employee trust (Kelloway *et al.*, 2012; Podsakoff *et al.*, 1990). Also, 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. 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; Pantius *et al.*, 2018; Rico *et al.*, 2018). However, employee satisfaction and loyalty have been verified as essential variables for maintaining continuity, life, and organizational success (Chang *et al.*, 2010). 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 organizational 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 (Melián-Alzola and Martín-Santana, 2020). In a marketing context, researchers reveal that brand trust increases brand loyalty (Kalhor *et al.*, 2020). This 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.

2.7 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). Leaders can increase employee loyalty by paying attention to employee psychological satisfaction (Ding *et al.*, 2012). The leadership that understanding this psychological process can use a 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), who state that the relationship between phubbing bosses and performance can be improved through satisfaction and trust. 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 satisfaction as a mediator for the effect of employee trust on employee loyalty.

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 questionnaire was created using google form and distributed using the accidental sampling method. One of the researchers' efforts to distribute questionnaires in pandemic Covid-19 conditions was through the networking method, namely asking respondents to redistribute the questionnaire to their colleagues. The number of hotel employees who filled out the questionnaire was 211 people who worked at 94 hotels in Bali. Five questionnaires were not filled out, so the appropriate questionnaire to use was 206 questionnaires. The respondents' demographics show that most respondents are women (52%) and have a diploma level of education (42.7%). Most of the respondents had a working period of 1 to 5 years (67%).

3.2 Measurement

The variables used in this study are presented in Table 1.

Insert Table 1

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 WrapPLS.

4. Result and Discussion

4.1 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 2), Discriminant Validity (see Table 3), as well as Composite Reliability, and Cronbach Alpha (see Table 4). 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 2, 3, and 4.

Insert Table 2

Based on Table 2, 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 3

Table 3 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 (see Table 4).

Insert Table 4

Table 4 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.

4.2 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 1 (SEM-PLS analysis results) and Table 5.

Insert Figure 1

Insert Table 5

Based on Figure 1 and Table 5, we can obtain 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. 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 results of hypothesis 2 testing also show that the sup-port leader has a significant effect on employee trust with path coefficients of 0.612 and p-value <0.001 (H2

supported). The study results reinforce previous studies' results (Kelloway *et al.*, 2012; Podsakoff *et al.*, 1990; Wang and Hsieh, 2013; Xiong *et al.*, 2016). The form of support from leaders in the hospitality industry is shown in the development programs, regulations, and systems that apply to hotels. Thus, employees tend to feel satisfied and trust the organization.

However, the results of testing hypothesis 3 indicate that leader support has no significant effect on employee loyalty with a path coefficients value of 0.091 and p-value 0.093 (H3 not supported). 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 is because, in the hotel business, top management is not directly involved in hotel operations. In operational activities, employees have more attachment to middle leaders, such as department heads or supervisors. Thus, employees cannot directly feel the support from the top leaders from the operational side. This discrepancy in findings creates an empirical gap with previous empirical findings.

Other test results found that employee satisfaction significantly affected employee loyalty with a path coefficient value of 0.472 and p-value <0.001 (H4 supported). The study results support previous evidence (Boonlertvanich, 2019; Chang *et al.*, 2010; Eskildsen and Nüssler, 2000; Hassan *et al.*, 2013; Hung *et al.*, 2019). Likewise, the results of the hypothesis 5 test revealed that employee trust significantly increased employee loyalty. The path coefficients indicate these results value 0.499 and <0.001 (H5 supported). The study results are in line with previous empirical evidence (Ababneh, 2020; Cho and Park, 2011; Song *et al.*, 2019). Statistical analysis for hypothesis six reveals that employee trust significantly increases employee satisfaction, as indicated by the path coefficients value of 0.447 and p-value <0.001 (H6 supported). The study results confirm the findings (Boonlertvanich, 2019; Hung *et al.*, 2019; Kalhor *et al.*, 2020; Melián-Alzola and Martín-Santana, 2020).

This study also conducted statistical tests on the role of employee satisfaction and employee trust, which are presented in Table 6.

Insert Table 6

Based on the results of the mediation test conducted using the Sobel Test in Table 6, the employee satisfaction variable is proven to mediate the effect of 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. 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. It can conclude that these results support Hypothesis 8.

The results of statistical tests for the indirect effect show 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). Likewise, employee trusts have been shown to play a role as full 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.

5. 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) and employee contributions to the organization. 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).

5.1 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. This means that employee loyalty is not determined by manager support because they think that social exchange has been able to 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 important 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).

5.2 Managerial implications

This study provides four managerial implications. First, leaders must become role models in organizations (Saleem *et al.*, 2019), particularly when organizations face difficult times. This role can be realized through various supports for employees, such as freedom of work autonomy, opportunities to participate, respecting employees' ideas and knowledge (Arsawan *et al.*, 2020). Second, as responsible leaders, they need to think about providing sustainable jobs. This effort can be done by adopting technology to increase employee productivity and create added value for customers (John, 2020). Third, the research results reveal that employee loyalty is not directly influenced by leader support. This means that employees have organizational commitment such as emotional feelings, identification, and regard the organization as part of their life (Sang *et al.*, 2019). Fourth, 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, a leader must always keep abreast of technological developments to bring the organization to adapt to the rapidly changing business environment.

5.3 Research limitations

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 began to recover. 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. Future research suggests making comparisons of employee behavior during a pandemic and after a pandemic to obtain comprehensive research results.

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Table 1. Variable Measurement

Variables	Indicators	Sources
Leader support	1. Granting autonomy 2. Opportunity to participate 3. Opportunities for growth 4. Respect employee ideas 5. Help employees 6. Provide information 7. Provide support to employees	(Amabile *et al.*, 2004; Cheung and Wong, 2011; Yao *et al.*, 2019)
Employee satisfaction	1. Feel appropriate to the job 2. The company is as expected 3. Have the satisfaction of working at the company 4. The company provides an experience 5. The company is better than others 6. The company gives everything 7. Impressed with the company	(Chen and Wang, 2019; Fauzi and Suryani, 2019; Fernandes *et al.*, 2020; Flores-Zamora and García-Madariaga, 2017)
Employee trust	1. Give the best ability 2. Provide time 3. Follow the rules 4. Work with integrity 5. Count on the company 6. Work with responsibility	(Fauzi and Suryani, 2019; Nikbin *et al.*, 2015; Usoro *et al.*, 2007; Yao *et al.*, 2019)
Employee loyalty	1. Emphasize the positive aspects 2. Defending the workplace 3. Never complained 4. Represent the company 5. Promote the company 6. Become part of the company 7. Loyal to the company 8. The company is a priority	(Fauzi and Suryani, 2019; Whaley *et al.*, 2019; Yao *et al.*, 2019)

Table 2. The Loading Factor Values of Each indicator

Variable	Indicator	Outer Loading (OL)
Leader Support (LS)	LS 1	0.833
	LS 2	0.910
	LS 3	0.922
	LS 4	0.917
	LS 5	0.895
	LS 6	0.885
	LS 7	0.816
Employee Satisfaction (ES)	ES 1	0.783
	ES 2	0.892

	ES 3	0.848
	ES 4	0.773
	ES 5	0.671
	ES 6	0.874
	ES 7	0.883
Employee Trust (ET)	ET 1	0.861
	ET 2	0.842
	ET 3	0.840
	ET 4	0.870
	ET 5	0.689
	ET 6	0.820
Employee Loyalty (EL)	EL 1	0.719
	EL 2	0.694
	EL 3	0.538
	EL 4	0.715
	EL 5	0.699
	EL 6	0.768
	EL 7	0.761
	EL 8	0.759

Source: data processed

Table 3. AVE Values and Correlation among Variables

Variable	AVE	LS	ES	ET	EL
Leader Support	0.780	**0.883**			
Employee Satisfaction	0.674	0.673	**0.821**		
Employee Trust	0.677	0.608	0.690	**0.823**	
Employee Loyalty	0.504	0.512	0.756	0.767	**0.710**

Source: data processed

Table 4: Composite Reliability, Cronbach Alpha, Q-Square, and VIF's

Variables	Composite Reliability (CR)	Cronbach Alpha (CA)	Q^2 Coefficient	VIF's
Leader Support	0.961	0.953	-	2.023
Employee Satisfaction	0.935	0.918	0.585	3.167
Employee Trust	0.926	0.903	0.382	2.886
Employee Loyalty	0.889	0.857	0.695	3.270

Source: data processed

Table 5. Path Coefficient of Direct Effect

Influence between variables	Path coefficients	P-value	SE	Information
Leader Support → Employee Satisfaction	0.406	<0.001	0.061	Supported
Leader Support → Employee Trust	0.612	<0.001	0.062	Supported
Leader Support → Employee Loyalty	0.091	0.093	0.061	Not Supported
Employee Satisfaction → Employee Loyalty	0.472	<0.001	0.064	Supported

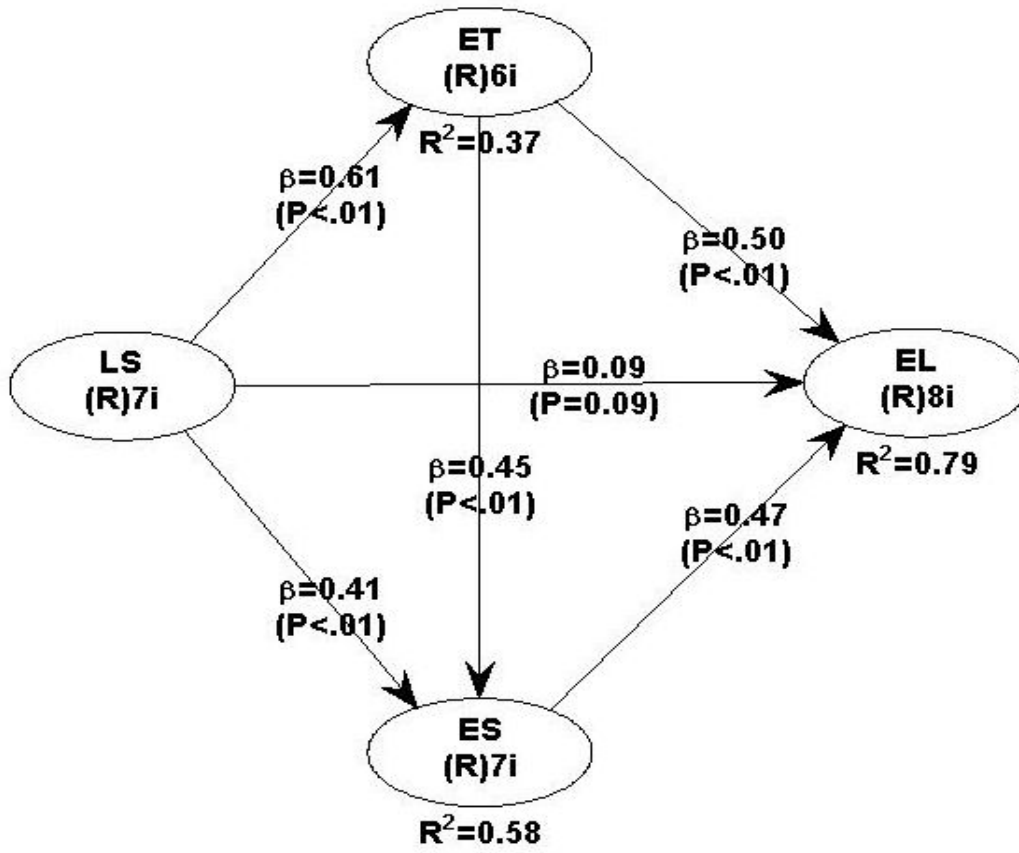| Employee Trust → Employee Loyalty | 0.499 | <0.001 | 0.061 | Supported |
| Employee Trust → Employee Satisfaction | 0.447 | <0.001 | 0.064 | Supported |

Source: data processed

Table 6. Results of the Mediation Test

| Leader Support → Employee Satisfaction → Employee Loyalty | $0{,}406.0{,}472/\sqrt{(0{,}472^2.0{,}061^2) + (0{,}406^2.0{,}064^2)} = 4{,}9411$ | 1,96 | Supported |
| Leader Support → Employee Trust → Employee Loyalty | $0{,}612.0{,}499/\sqrt{(0{,}499^2.0{,}062^2) + (0{,}612^2.0{,}064^2)} = 6{,}2985$ | 1,96 | Supported |

Source: data processed

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Figure 1 Full Model of SEM-PLS

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. Moreover, pandemi mengurangi aktivitas masyarakat urban untuk melakukan mobilitas bisnis antar kota sehingga berdampak substansial pada pertumbuhan pariwisata kota. Selain itu, globalisasi telah menciptakan industri kreatif yang menyokong sektor pariwisata (Postma, 2017). As a result, pariwisata menjadi agenda populer dalam kebijakan perkotaan, sekaligus mendorong perkembangan industri perhotelan di daerah perkotaan. 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 (Blau, 1964)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 interpersonal 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.*, 2001). 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. 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 (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 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.

2.7 The role of employee trust and employee satisfaction as a mediator
Employee satisfaction merupakan perasaan ikatan dan tanggung jawab yang kuat dirasakan karyawan terhadap organisasi mereka (Aveu, Wernsing, dan Palanski (2012). Loyalitas juga menunjukkan kesetiaan karyawan serta kebanggaan mereka telah menjadi bagian dari organisasi (Niehoff, Moorman, Blakely, Fuller, 2001). Loyalitas karyawan karyawan tercipta

apabila terdapat kolaborasi antara leadership support, employee satisfaction, and employee trust. Dalam konteks organisasi, dukungan seorang pimpinan dapat meningkatkan komitmen dan ikatan emosional karyawan terhadap organisasi (Schaubroeck, Peng dan Hannah, 2013). Sementara itu, employee satisfaction and employee trust merupakan fenomena interaktif dalam hubungan karyawan dan pimpinan (Chang et al., 2010; Erawan, 2020). Dukungan pimpinan menciptakan hubungan kerja yang positif untuk memotivasi karyawan melakukan tindakan terbaik bagi organisasi (Garg & Dhar, 2016). Leaders support ditunjukkan dari upaya pimpinan untuk menghargai karyawan secara etis, adil, dan loyal (Tseng, 2017; Newman dkk, 2015). Ketika karyawan merasakan adanya integritas dan kebajikan dari pemimpin, mereka memiliki persepsi positif dan kepercayaan terhadap pimpinan (Hu, 2016). Dukungan pimpinan membuat karyawan merasa dihargai dan dihormati sehingga melahirkan employee trust dan satisfaction (Ding dan Jiang, 2021; Newman et al., 2015). Dalam ranah industri perhotelan, perilaku manajer berpengaruh besar untuk menciptakan loyalitas karyawan melalui leadership engagement (Ineson et al., 2013; Book, 2019). Hasil penelitian Ding, Lu, Song, dan Lu (2012) juga mengungkapkan bahwa pemimpin yang memprioritaskan dan melayani kebutuhan karyawan berpengaruh positif dengan loyalitas karyawan yang dimediasi oleh kepuasan karyawan. Berdasarkan uraian tersebut, maka dirumuskan hipotesis sebagai berikut:

H7: Employee satisfaction as a mediator for the effect of leader support on employee loyalty.
H8: Employee trust 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. Teknik pengambilan sampel menggunakan snowball sampling merupakan strategi survey yang efisien digunakan pada populasi yang sulit dijangkau dan memiliki karakteristik beragam (Goyder, 1992; Perez, 2013). Metode ini mengacu pada teknik perekrutan di mana setiap responden yang telah berpartisipasi dalam penelitian diminta untuk merekomendasikan teman atau kolega mereka untuk turut berpartisipasi dalam penelitian ini.

This study used a questionnaire with a Likert scale of 1-5, namely 1 = strongly disagree until 5 = strongly agree. This study uses five answer choices to make it easier for respondents to distinguish each scale point. A Likert scale range more significant than five is seen as making it difficult for respondents to choose an answer. Also, odd answer choices (five) accommodate respondents' needs to give neutral answers. 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.

4.3 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 coefficients 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). Attitudes 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. Employee satisfaction merupakan perasaan ikatan dan tanggung jawab yang kuat dirasakan karyawan terhadap organisasi mereka (Aveu, Wernsing, dan Palanski (2012). Loyalitas juga menunjukkan kesetiaan karyawan serta kebanggaan mereka telah menjadi bagian dari organisasi (Niehoff, Moorman, Blakely, Fuller, 2001). Employee satisfaction merupakan fenomena interaktif dalam hubungan karyawan dan pimpinan (Chang et al., 2010; Erawan, 2020). Dukungan seorang pimpinan dapat meningkatkan komitmen dan ikatan emosional karyawan terhadap organisasi (Schaubroeck, Peng dan Hannah, 2013). Dalam ranah industri perhotelan, perilaku manajer berpengaruh besar untuk menciptakan loyalitas karyawan melalui leadership engagement (Ineson et al., 2013; Book, 2019). Hasil penelitian Ding, Lu, Song, dan Lu (2012) juga mengungkapkan bahwa pemimpin yang memprioritaskan dan melayani kebutuhan karyawan berpengaruh positif dengan loyalitas karyawan yang dimediasi oleh kepuasan karyawan. 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). Dukungan pimpinan menciptakan hubungan kerja yang positif untuk memotivasi karyawan melakukan tindakan terbaik bagi organisasi (Garg & Dhar, 2016). Leaders support ditunjukkan dari upaya pimpinan untuk menghargai karyawan secara etis, adil, dan loyal (Tseng, 2017; Newman dkk, 2015). Ketika karyawan merasakan adanya integritas dan kebajikan dari pemimpin, mereka memiliki persepsi positif dan kepercayaan terhadap pimpinan (Hu, 2016). Dukungan pimpinan membuat karyawan merasa dihargai dan dihormati sehingga melahirkan employee trust (Ding dan Jiang, 2021; Newman et al., 2015). These results indicate that leader support does not directly increase employee loyalty. However, this study proved that 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, Koval, *et al.*, 2020); 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, Rajiani, *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).

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 longtime 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.

Third, for tourism business managers, particularly in city tourism dimana kota tidak lagi sekadar menjadi titik keberangkatan atau transit suatu perjalanan, tetapi menjadi lokasi atraksi atau tujuan perjalanan seseorang (Postma, 2017). Namun, pandemi mengurangi aktivitas masyarakat urban untuk melakukan mobilitas bisnis antar kota sehingga berdampak substansial pada pertumbuhan pariwisata di daerah perkotaan. Hal ini sejalan dengan temuan (Bell *et al.*, 2009) bahwa daerah perkotaan lebih rentan terhadap krisis kesehatan masyarakat dibandingkan dengan tujuan pedesaan dan, akibatnya, pandemi COVID-19 dapat secara drastis memukul industri pariwisata di tujuan perkotaan.

Fourth, Covid 19 tidak dapat dipungkiri memberikan dampak yang sangat menghancurkan terhadap pariwisata perkotaan (Barbhuiya and Chatterjee, 2020);(Gössling *et al.*, 2020);(Karim *et al.*, 2020) khususnya kota-kota di Bali, Bangkok, Osaka, dan Phuket yang menunjukkan kinerja pariwisata paling negatif sejak wabah pandemi (see Anguera-Torrell *et al.*, 2021). Hal ini terjadi karena pariwisata di negara ini ketergantungan mereka pada wisatawan internasional. Karena dampak buruk ini maka membuat karyawan hotel untuk mencari alternatif pekerjaan diluar sektor perhotelan. Therefore, 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.

Fifth, pandemic Covid 19 memerlukan respon yang tepat dari pemerintah dalam membuat kebijakan dan rencana strategis (Sharma *et al.*, 2021) sehingga proses recovery berjalan dengan baik untuk cities resilient (McCartney *et al.*, 2021). Dalam konteks ini, pemerintah bersama manajer perhotelan bisa membangun sinergi untuk melakukan recovery terhadap pariwisata perkotaan sehingga bisa membangun pariwisata berkelanjutan dan memperbaiki perekonomian.

6.2 Research limitations

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. Secara umum, responden penelitian adalah pegawai industri perhotelan yang diberhentikan. Namun, peneliti tidak dapat mengontrol apakah situasi pandemi akan memengaruhi jawaban mereka atas pertanyaan-pertanyaan yang disajikan pada kuesioner. Therefore, that there may be biased results that have not been explained in this study. Kondisi ini menjadi salah satu keterbatasan dalam penelitian ini. Future research suggests making comparisons of employee behavior during a pandemic and after a pandemic to obtain comprehensive research results.

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

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Abstract

Purpose- This research was conducted 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 WrapPLS 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 (Škare *et al.*, 2021); (John, 2020). This condition proves that the tourism sector is fragile (Kaushal and Srivastava, 2021), so that it requires an appropriate response to ensure resilience and sustainability (Sobaih *et al.*, 2021). During a pandemic, efforts to maintain the hotel industry resilience are to keep employee loyalty (Ding and Jiang, 2021) and determine the correct leadership pattern (Kerrissey and Edmondson, 2020; Pillai *et al.*, 2021). Therefore, the hotel industry can still support a country's economy (Yao et al., 2019).

Along with developing the tourism business, the various empirical literature has examined various aspects that can improve human resources competence to provide services that refer to international standards (Astuti *et al.*, 2018; 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 (Afsar and Umrani, 2019), 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). Dapat dikatakan bahwa karyawan diasumsikan sebagai konsumen internal (Book *et al.*, 2019). Fenomena ini melatarbelakangi perlunya melakukan investigasi tingkat loyalitas karyawan untuk mengurangi perputaran sumber daya manusia pasca pandemic Covid 19, khususnya pada industri perhotelan.

Based on this phenomenon, this study closes four research gaps. Pertama, bisnis perhotelan merupakan bisnis yang menjanjikan dan memiliki pertumbuhan bisnis yang sangat pesat (Ardani, 2020). Namun, pandemic Covid-19 menyebabkan industri perhotelan terpukul dan menerima dampak paling parah (Davahli, 2020). Situasi pandemi memaksa perusahaan untuk memotong pendapatan karyawan, memperkerjakan paruh waktu, bahkan menonaktifkan karyawan untuk sementara waktu. Akibatnya, banyak karyawan mencoba alternatif pekerjaan lainnya untuk memperoleh pendapatan. Kondisi pandemi tidak hanya menurunkan loyalitas karyawan untuk bekerja pada industri perhotelan, namun industri ini juga berpotensi kehilangan karyawan mereka yang potensial. To the best of our knowledge, there has been no research that examines employee loyalty, particularly when the hotel industry is experiencing a slow down due to the Covid-19 pandemic. This crisis requires various thoughts on how to pay attention to sustainable employment (John, 2020). Oleh karena itu, penelitian ini bertujuan untuk mengekplorasi tingkat employee trust and employee satisfaction terhadap loyalitas mereka untuk kembali bekerja pada sektor perhotelan pasca pandemi.

Kedua, pandemi Covid-19 menyebabkan industri perhotelan terpuruk. Situasi ini memberikan tantangan luar biasa bagi pemimpin bisnis dalam pengambilan keputusan (Dirani, 2020), khususnya terkait pemutusan hubungan kerja karyawan. Dalam industri perhotelan yang berbasis sumber daya manusia, karyawan merupakan aset paling berharga untuk mencapai kinerja optimal (Kurian, 2018; Muduli, 2015). Kehilangan karyawan yang potensial dimaknai sebagai kehilangan pengetahuan (Ramlall, 2004). Pemimpin wajib memberikan dukungan emosional dan interpersonal, positive reinforcement, dan komunikasi yang intensif, khususnya selama masa pandemi (Dirani, 2020; Kopp, 2011). Also, the research that 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). Dengan demikian, penelitian ini menguji peran dukungan pemimpin dalam menciptakan employee satisfaction, employee trust, and employee loyalty.

Third, there are different views regarding the concept of employee loyalty. In terms of traditional human resource strategies, 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 the concept of loyalty includes aspects of individual expectations, attitudes, and behavior

(Fernandes *et al.*, 2020). Oleh karena itu, perusahaan perlu memperhatikan sikap dan harapan karyawan untuk meningkatkan loyalitas mereka. Penelitian ini dapat menjadi tolak ukur bagi penelitan selanjutnya yang mendiskusikan determinan loyalitas karyawan pada industri perhotelan.

This study explores the role of leader support in building trust to increase employee satisfaction and loyalty in a single model (Li *et al.*, 2012). 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). Theoretically, this study elaborates on the social exchange theory (Blau, 1964) that employees will survive if they get something from the organization, both real and unreal. Secara praktis, penelitian ini memberikan solusi efektif untuk industry pariwisata khususnya dalam bidang perhotelan untuk melibatkan kembali karyawan yang saat ini dengan status nonaktif. Ditinjau dari sisi operasional, hal ini dapat membangun loyalitas karyawan karena karyawan merasa dihargai dan menjadi bagian dari perusahaan. Manfaat penting lainnya adalah dapat mengatasi permasalahan employee turnover yang terjadi sebelum Pandemic Covid 19, serta menyikapi berbagai masalah yang ditimbulkan oleh Pandemi Covid 19 ini.

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 dijelaskan sebagai suatu tindakan sukarela yang dimotivasi oleh kesesuaian antara harapan dengan apa yang mereka peroleh (Blau, 1964b). Pada dasarnya teori pertukaran social memiliki premis sentral: proses pertukaran sumber daya social dan material merupakan bentuk dasar dari pertukaran manusia (Zakaria *et al.*, 2013). Teori ini mendukung bahwa individu dapat mengembangkan perilaku mereka berdasarkan ekspektasi masa depan dan menjadikan mereka loyal kepada organisasinya. Pertukaran sosial menjadi pertimbangan khusus pada kasus pemimpin tertentu yang mengedepankan interaksi dengan bawahan (Lehmann-Willenbrock *et al.*, 2015). Kim and Beehr (2018) pemimpin yang memberikan dukungan yang dibutuhkan, konsultasi tentang keputusan penting, memberikan lebih banyak otonomi, dan menghilangkan kendala birokrasi yang tidak perlu akan mempengaruhi perilaku bawahan. Hsieh and Wang (2015) menjelaskan kepercayaan merupakan variabel yang paling kuat mempengaruhi sikap dan perilaku interpersonal. Kepercayaan merupakan fundamental dalam hubungan kerjasama (Blau, 1964); dan kepercayaan adalah perekat secara emosional yang mengikat pengikut dan pemimpin (Bennis and Nanus, 1985). Dengan kepercayaan mengarah pada hasil yang positif seperti meningkatkan kepuasan karyawan (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, supporting workgroups, interacting, and providing feedback (Amabile *et al.*, 2006). The leader's support can also influence subordinates through skill development, project handling, and increasing intrinsic motivation (Smith-Jentsch et al., 2001). In the last few decades, leadership support has played an essential role in improving organizational performance. 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 who can support their subordinates through ethical behavior can encourage employees to make positive social exchanges (Wang 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). Attitudes 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). 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). Tran (2020) revealed that employee satisfaction is also determined by their ability to adjust to organizational culture. This attitude will emphasize 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 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. 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 trust is a co-collaborative approach shown by employees in their organization. Trust is an important factor in increasing the efficiency and quality of cooperation between employees (Hsieh and Wang, 2015). 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. 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. 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
The 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.*, 1990, 1996).

Leadership not only affects employee satisfaction but also increase employee trust (Kelloway *et al.*, 2012; Podsakoff *et al.*, 1990). 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 *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; Pantius *et al.*, 2018; Rico *et al.*, 2018). However, employee satisfaction and loyalty have been verified as essential variables for maintaining continuity, life, and organizational success (Chang *et al.*, 2010). 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 (Melián-Alzola and Martín-Santana, 2020). In a marketing context, researchers reveal that brand trust increases brand loyalty (Kalhor *et al.*, 2020). This 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.

2.7 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). Leaders can increase employee loyalty by paying attention to employee psychological satisfaction (Ding *et al.*, 2012). 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), who state that the relationship between phubbing bosses and performance can be improved through satisfaction and trust. 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 berperan sebagai pemediasi efek leader support terhadap employee loyalty

Research model

Visualisasi dari hubungan antara leader support, employee satisfaction, employee trust dan loyalty dari sudut pandang industry perhotelan di Bali.
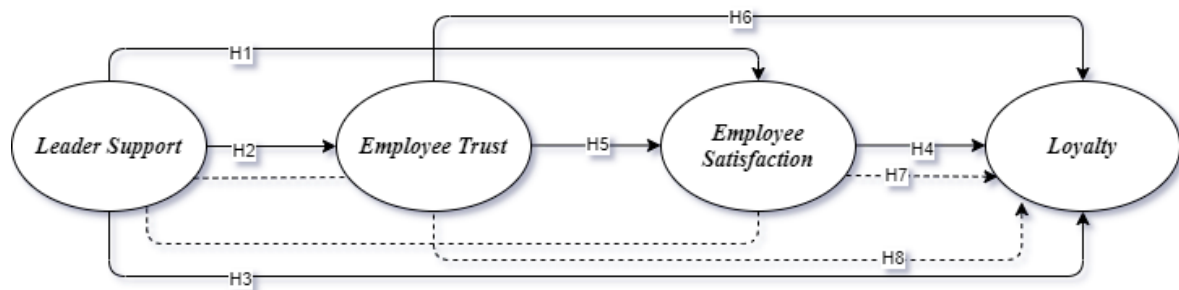

Figure 1: Research Model
Keterangan:
Direct relationship ⟶
Indirect relationship ⤍

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. Alasan penggunaan karyawan yang dirumahkan sebagai responden adalah untuk mengetahui dedikasi dan integritas karyawan tersebut terhadap perusahaan tempat kerja mereka. Selain itu, untuk mendapatkan informasi mengenai keinginan karyawan industri perhotelan untuk kembali bekerja di sektor ini. Tidak dipungkiri bahwa kondisi pandemi Covid 19 yang berlangsung lama menyebabkan masyarakat yang bekerja di sektor pariwisata cenderung mencari pekerjaan alternatif di sektor lainnya.

The questionnaire was created using google form and distributed using the *snowball sampling*. Peneliti menggunakan metode ini karena memiliki kesulitan untuk mengidentifikasi karyawan yang tidak aktif bekerja di sektor perhotelan. Akhirnya peneliti memanfaatkan beberapa informan-informan kunci untuk mengantarkan peneliti pada responden yang akan diteliti. Dengan demikian, keberadaan informan-informan kunci tersebut menyediakan akses data serta membantu peneliti menemukan informan kunci lainnya (Burgess, 1982). Penelitian ini menggunakan kuesioner dengan Skala Likert 1-7, yaitu 1 = strongly disagreed until 7 = strongly aggred. The number of hotel employees who filled out the questionnaire was 211 people who worked at 97 hotels in Bali. Five questionnaires were not filled out, so the appropriate questionnaire to use was 206 questionnaires.

3.2 Measurement

Penelitian ini menggunakan variabel leader support, employee satisfaction, employee trust, dan loyality. Adapun interpretasi score untuk persepsi responden atas pertanyaan-pertanyaan penelitian disajikan pada Tabel 1.

Tabel 1 Score interpretation

Score interpretation Leader support, employee satisfaction, employee trust dan loyality	
1.00-1.80	Very Low
1.81-2.61	Low
2.62-3.42	Moderate
3.43-4.23	High
4.24-5.00	Very High

Tabel 2 The descriptive statistic result of the variable

No.	Variabel/Indicators	Mean	Remark
	Leader support	4.33	Very High
1	Granting autonomy	4.13	High
2	Opportunity to participate	4.40	Very High
3	Opportunities for growth	4.49	Very High
4	Respect employee ideas	4.37	Very High
5	Help employees	4.38	Very High
6	Provide information	4.41	Very High
7	Provide support to employees	4.16	High
	Employee satisfaction	4.23	High
1	Feel appropriate to the job	4.34	Very High
2	The company is as expected	4.09	High
3	Have the satisfaction of working at the company	4.29	Very High
4	The company provides an experience	4.64	Very High
5	The company is better than others	3.94	High
6	The company gives everything	4.13	High
7	Impressed with the company	4.20	High
	Employee trust	4.52	Very High
1	Give the best ability	4.62	Very High
2	Provide time	4.50	Very High
3	Follow the rules	4.62	Very High
4	Work with integrity	4.58	Very High
5	Count on the company	4.07	High
6	Work with responsibility	4.75	Very High
	Employee loyalty	4.40	Very High
1	Emphasize the positive aspects	4.50	Very High
2	Defending the workplace	4.28	Very High
3	Never complained	3.87	High
4	Represent the company	4.58	Very High
5	Promote the company	4.66	Very High
6	Become part of the company	4.69	Very High
7	Loyal to the company	4.31	Very High
8	The company is a priority	4.32	Very High

Sumber: Primary Data, Analyzed in 2020

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 WrapPLS.

4. Research Result
4.1 Informasi Demografis Responden

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 2), Discriminant Validity (see Table 3), as well as Composite Reliability, and Cronbach Alpha (see Table 4). 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 3, 4, and 5.

Table 3. The Loading Factor Values of Each indicator

Variable	Indicator	Outer Loading (OL)
Leader Support (LS)	LS 1	0.833
	LS 2	0.910
	LS 3	0.922
	LS 4	0.917
	LS 5	0.895
	LS 6	0.885
	LS 7	0.816
Employee Satisfaction (ES)	ES 1	0.783
	ES 2	0.892
	ES 3	0.848
	ES 4	0.773
	ES 5	0.671
	ES 6	0.874
	ES 7	0.883
Employee Trust (ET)	ET 1	0.861
	ET 2	0.842
	ET 3	0.840
	ET 4	0.870
	ET 5	0.689
	ET 6	0.820
Employee Loyalty (EL)	EL 1	0.719
	EL 2	0.694
	EL 3	0.538
	EL 4	0.715
	EL 5	0.699
	EL 6	0.768
	EL 7	0.761
	EL 8	0.759

Based on Table 3, 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).

Table 4. AVE Values and Correlation among Variables

Variable	AVE	LS	ES	ET	EL
Leader Support	0.780	**0.883**			
Employee Satisfaction	0.674	0.673	**0.821**		
Employee Trust	0.677	0.608	0.690	**0.823**	
Employee Loyalty	0.504	0.512	0.756	0.767	**0.710**

Table 3 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 (see Table 5).

Table 5: Composite Reliability, Cronbach Alpha, Q-Square, and VIF's

Variables	Composite Reliability (CR)	Cronbach Alpha (CA)	Q^2 Coefficient	VIF's
Leader Support	0.961	0.953	-	2.023
Employee Satisfaction	0.935	0.918	0.585	3.167
Employee Trust	0.926	0.903	0.382	2.886
Employee Loyalty	0.889	0.857	0.695	3.270

Table 5 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.

4.3 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 1 (SEM-PLS analysis results) and Table 6.

Table 6. Path Coefficient of Direct Effect

| Influence between variables	Path coefficients	P-value	SE	Information
Leader Support → Employee Satisfaction	0.406	<0.001	0.061	Supported
Leader Support → Employee Trust	0.612	<0.001	0.062	Supported
Leader Support → Employee Loyalty	0.091	0.093	0.061	Not Supported
Employee Satisfaction → Employee Loyalty	0.472	<0.001	0.064	Supported
Employee Trust → Employee Satisfaction	0.447	<0.001	0.064	Supported
Employee Trust → Employee Loyalty	0.499	<0.001	0.061	Supported

Source: data processed
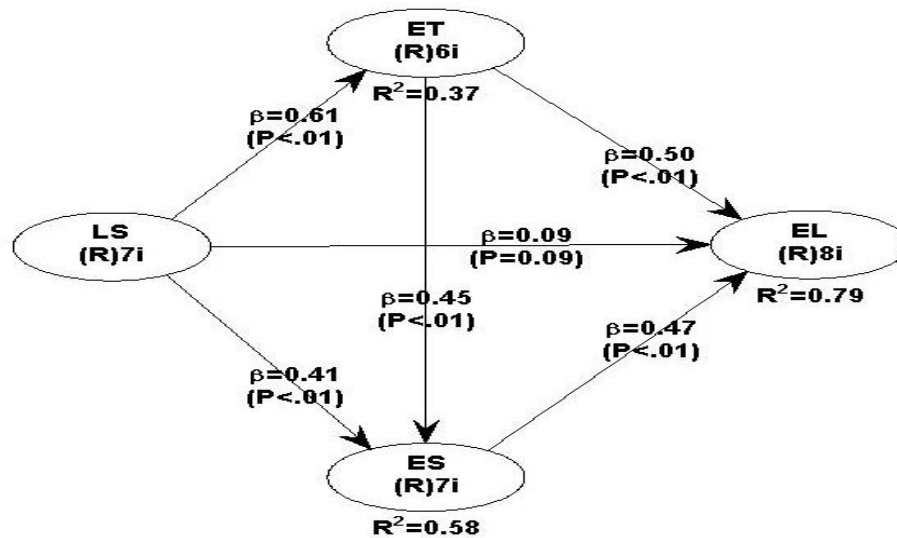
Figure 2. Full Model of SEM-PLS

Based on Figure 2 and Table 6, this study obtain 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 coefficients 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 7.

Table 7. Results of the Mediation Test

Leader Support → Employee Satisfaction → Employee Loyalty	$0,406.0,472/\sqrt{(0,472^2.0,061^2)} + (0,406^2.0,064^2) = 4,9411$	1,96	Supported
Leader Support → Employee Trust → Employee Loyalty	$0,612.0,499/\sqrt{(0,499^2.0,062^2)} + (0,612^2.0,064^2) = 6,2985$	1,96	Supported

Source: data processed

Based on the results in Table 7, the mediation test conducted using the Sobel Test. The result show that employee satisfaction variable is proven to mediate the effect of 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. It can conclude that these results support Hypothesis 8.

5. Discussion

The first hypothesis result prove 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). Attitudes 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. The 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., 1990, 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 show 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 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; Podsakoff et al., 1990; 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. Hasil ini mungkin disebabkan berbagai faktor. Pertama, pemimpin belum siap dalam menghadapi pandemi yang tiba-tiba terjadi dan dalam waktu yang lama. Pandemi menjadi ujian bagi para pemimpin bisnis untuk berjuang menyelamatkan organisasi dan pekerjaan (Miller dan Berk, 2020). Ketidaksiapan pemimpin dalam mengatasi situasi pandemi menyebabkan pemimpin tidak dapat

meminimalkan dampak negatif pandemi terhadap organisasi dan karyawan. Akibatnya, pemimpin mengambil keputusan yang dipandang merugikan karyawan, seperti pemutusan hubungan kerja. Kedua, ada kemungkinan pemimpin belum memiliki kompetensi manajemen krisis, khususnya terkait dengan pegelolaan sumber daya manusia (Dirani, 2020). Dalam situasi pandemi, pemimpin hendaknya memberikan dukungan secara emosional dan interpersonal, pemberdayaan psikologis, positif reinforcement, serta tetap menjaga interaksi dengan karyawan (Dirani, 2020; Kopp, 2011). Pemimpin juga perlu mengkomunikasikan kondisi bisnis perhotelan secara umum, termasuk posisi perusahaan saat ini sehingga karyawan dapat memahami keputusan perusahaan dan menyesuaikan diri dengan situasi pandemi. Komunikasi yang intensif merupakan bagian integral dari manajemen krisis yang bertujuan untuk tetap menjaga kepercayaan karyawan terhadap perusahaan. Ketidaksiapan dan kurangnya kompetensi manajemen tentunya memberikan konsekuensi negatif terhadap karyawan. Karyawan merasa bahwa pimpinan tidak berupaya untuk mempertahankan mereka sebagai intangible aset perusahaan. Kondisi ini memungkinkan karyawan untuk mencari alternatif pekerjaan lain diluar industri perhotelan. Akibatnya, leader support tidak mampu meningkatkan loyalitas karyawan.

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), such as employee loyalty. Employee satisfaction as 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 five 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 associated with attitudes towards work, compensation, and employers (Ko and Choi, 2019). The level of employee satisfaction is greatly influenced by their trust 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 employee 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 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). In a marketing context, researchers reveal that brand trust increases brand loyalty (Kalhor *et al.*, 2020). This 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) The study results are in line with previous empirical evidence which state that employee trust affect 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 *et al.*, 2012). Thus, employee satisfaction can mediate the leadership support and employee loyalty relationship.

The last hypothesis state that employee trust berperan sebagai pemediasi efek leader support terhadap employee loyalty. The statistical result show that employee trusts have been shown to play a role as full 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 Conclussion

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) and employee contributions to the organization. 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. This means that employee loyalty is not determined by manager support because they think that social exchange has been able to 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 important 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).

6.2.2 Managerial implications

This study provides four managerial implications. Pertama, 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). Oleh karena itu, pemimpin harus memiliki pengetahuan dan kompetensi terkait manajemen krisis, khususnya dalam pengelolaan sumber daya manusia. Kondisi pandemi Covid-19 yang berlangsung lama tidak hanya

menurunkan loyalitas karyawan namun juga mengakibatkan industri perhotelan berpotensi kehilangan karyawan potensial. Pemimpin perlu memberikan pendampingan, konsultasi, dan berkomunikasi secara efektif sehingga karyawan dapat menyesuaikan diri dengan kondisi pandemi (Dirani, 2020). Thus, leadership support can increase employees's organizational commitment such as emotional feelings, identification, and regard the organization as part of their life (Sang *et al.*, 2019).

Kedua, hasil penelitian ini menyiratkan adanya suatu pandangan bahwa tingkat perputaran karyawan berkorelasi dengan loyalitas karyawan tersebut. Akibatnya, karyawan merasa bahwa loyalitas karyawan tidak dipengaruhi dukungan pimpinan. Pada situasi normal, kondisi ini tidak secara signifikan mempengaruhi kinerja industry perhotelan. Namun, karyawan akan merasakan hak yang berbeda tatkala berada dalam situasi yang tidak terduga, seperti pandemic Covid 19. Pada masa pandemi, dimana sebagian besar karyawan dirumahkan atau mengalami pemutusan hubungan kerja, karyawan tentunya memiliki harapan untuk kembali berkerja di industri pehotelan. Kondisi ini menjadi momentum bagi pimpinan puncak untuk menunjukkan dukungan mereka kepada karyawan. Salah satu upaya yang dapat dilakukan adalah dengan memanggil mereka kembali untuk bekerja. Kondisi ini tidak hanya bertujuan untuk mengaktualisasikan dukungan pimpinan terhadap karyawan namun juga menumbuhkan loyalitas karyawan terhadap organisasi. Dengan demikian, studi ini memberikan kontribusi kepada pimpinan organisasi agar lebih terampil dalam mengelola sumber daya manusia, khususnya industry di Bali.

6.2 Research limitations

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 began to recover. 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. Future research suggests making comparisons of employee behavior during a pandemic and after a pandemic to obtain comprehensive research results.

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