

Supervisory Leadership and Service Quality in Resort Hotels: A Moderated Mediation of Job Satisfaction and Cultural Context

Antonius Iskandar Yahya^{1*}, Intan Medya Ratna Puri²

^{1,2} Akademi Pariwisata NHI
Bandung

Abstract

This study investigates the influence of supervisory leadership on service quality in resort hotels, positioning job satisfaction as a mediating variable and cultural attraction as a moderating factor. Data were collected from 72 front-line staff members at resort hotels in West Java, Indonesia, via an online questionnaire. The analysis utilized the Hayes PROCESS macro (Model 15) in SPSS to examine direct, indirect, and conditional effects. The results indicate that supervisory leadership significantly increases job satisfaction, thereby enhancing service quality. Furthermore, the interaction effects demonstrate that cultural attraction strengthens both the leadership-service quality and satisfaction-service quality relationships. These findings support Social Exchange Theory by emphasizing the reciprocal link between supportive leadership and employee motivation to deliver quality service. Additionally, the study highlights the cultural dimension in hospitality management, illustrating that cultural attraction enriches both the work environment and the guest experience. This research contributes to the growing literature on leadership effectiveness and employee attitudes in hospitality, providing actionable insights for managers to integrate cultural elements into leadership practices and employee engagement programs.

Keywords: supervisory leadership, job satisfaction, service quality, cultural attraction, resort hotel, hospitality management.

INTRODUCTION

Unlike other types of accommodation, most resort hotels are situated in scenic tourist destinations, such as coastal, mountainous, or rural areas. These establishments are designed to provide guests with a comprehensive leisure experience that combines comfortable accommodation with recreation. They offer a variety of on-site activities and entertainment options, ranging from water sports and guided tours to bonfires or evening cultural attractions (Lazuardi et al., 2025; Le et al., 2025). Given the relative uniqueness of resort hotels, service quality is a crucial factor that significantly influences guest experience and satisfaction (Hussain et al., 2021; Jawabreh et al., 2024).

In West Java, resort hotels have become a vital component of the region's hospitality and tourism industry. The province boasts a diverse range of tourist destinations, particularly in the Greater Bandung area, Cianjur, Sukabumi, Bogor, and Pangandaran. Each region offers distinct natural beauty, a cool climate, and a unique cultural heritage. Collectively, these areas possess significant potential to attract both domestic and international tourists (Listyorini et al., 2024). This growing tourism potential has intensified competition among resort hotels. To maintain a competitive edge, hotels must continuously develop various facilities to meet the needs of diverse guests. Furthermore, hotels need to ensure superior service quality by effectively managing human resources (Papaioannou et al., 2024; Y. Yu, 2024).

Service quality is intrinsically linked to success in the hospitality and tourism industry. Guest satisfaction and the intention to return are largely determined by the consistency and friendliness of the service received (Hussain et al., 2023;

Correspondence address:

Antonius Iskandar Yahya

Email : antonbaiker@gmail.com

Address : Akademi Pariwisata NHI Bandung

Papademetriou et al., 2023). In resort hotels, service delivery relies heavily on direct interactions between front-line staff and guests. Consequently, employee attitudes, behaviors, and emotional well-being must be prioritized to enhance guest service (Han, 2022). Improving service quality in this context requires leadership that motivates, guides, and inspires employees to deliver optimal service (Thorpe, 2024).

Supervisory leadership plays a significant role in this process. Supervisors serve as direct leaders who oversee and support front-line employees. Effective supervisory leadership can enhance communication, provide clear direction, and maintain a supportive work environment (Harper, 2020). Through such leadership, employees are more likely to comprehend service expectations and feel valued in their roles. This relationship reflects the fundamental principles of Social Exchange Theory (SET). This Theory emphasizes that fair and supportive treatment from leaders encourages employees to reciprocate with positive attitudes and behaviors, including improved service performance (Alzghoul et al., 2023; Zhang et al., 2021). Concurrently, employee job satisfaction has become a critical focus in organizational research as it acts as a bridge between leadership and performance (Andrade et al., 2022; Heimerl et al., 2020). Employees who are satisfied with their jobs tend to demonstrate higher levels of commitment, motivation, and service quality (Min & Hong, 2021). In the hospitality industry, where emotional stress and guest interactions are intense, job satisfaction is not merely a psychological outcome but also a determinant of service excellence (Phuong & Tran, 2020; Salama et al., 2022). Previous studies have demonstrated that leadership significantly influences job satisfaction. In turn, supervisory leadership and employee job satisfaction collectively impact service quality (Hermawati et al., 2020; Manoppo, 2020; Valk & Yousif, 2023).

Another important aspect in the context of resort hotels in West Java is the role of cultural attraction (Marneros et al., 2021). Local cultural values, such as hospitality, respect, and friendliness, reflect the Sundanese character (Turgarini et al., 2018). These values are often embedded in hotel staff's daily service practices. Guided by these values, employees shape their interactions with guests (Trisno et al., 2022). Cultural attraction can serve as a contextual factor that strengthens the relationship between leadership, job satisfaction, and service quality. When local cultural values are internalized, employees are more likely to demonstrate genuine hospitality and empathy in their service delivery (Azam et al., 2020; Xingyu, 2024). Various studies have emphasized the importance of these relationships (supervisory leadership, employee job satisfaction, service quality, and cultural attractiveness) within the Indonesian hospitality context, yet research remains limited (Bratt, 2021; Perez & Borbon, 2023; Zopiatis & Theocharous, 2022). Most previous studies have focused on leadership and job satisfaction, or job satisfaction and service quality, without considering the moderating role of culture.

Furthermore, few have explored these variables simultaneously in a moderated mediation model, particularly in resort hotels characterized by strong local culture and guest interaction. This research gap presents an opportunity to explore employee satisfaction in quality service delivery further (Agyeiwaah et al., 2021; Al-Refaei et al., 2024; Aviyah & Mursyidah, 2024). Therefore, this study aims to analyze how supervisory leadership influences service quality through employee job satisfaction (as a mediating variable), with cultural attractiveness as a moderating variable. This study focuses on resort hotels in West Java, specifically in Greater Bandung, Cianjur, Sukabumi, Bogor, and Pangandaran, where natural beauty and cultural uniqueness coexist. These findings are expected to contribute, both theoretically and practically, particularly regarding supervisory leadership and cultural context in influencing employee job satisfaction and service quality in resort hotels in West Java.

LITERATURE REVIEW

Supervisory Leadership and Service Quality

Supervisory leadership refers to the capacity of direct supervisors to effectively guide, influence, and support employees in the execution of their duties (Öksüz et al., 2022; Vasilagkos et al., 2021). In the hospitality context, supervisors are responsible for coordinating operational tasks while simultaneously maintaining employee motivation and morale. At a fundamental level, supervisory leadership entails demonstrating empathy, effective communication, and appreciation (Alzghoul et al., 2023; Harper, 2020). Such leadership fosters an environment that encourages employees to deliver high-quality service (Manoppo, 2020; Zhang et al., 2021). According to Social Exchange Theory, when employees perceive that their leaders treat them fairly and supportively, they tend to reciprocate with positive work behaviors, including delivering superior service quality (Thorpe, 2024). Empirical studies within the hospitality industry indicate that effective supervisory leadership significantly enhances service quality (Jawabreh et al., 2024; Papaioannou et al., 2024) by bolstering employee engagement and emotional commitment (Heimerl et al., 2020; Valk & Yousif, 2023). Therefore, the following hypothesis is proposed:

H1: Supervisory leadership has a positive and significant effect on service quality.

Supervisory Leadership and Employee Job Satisfaction

Job satisfaction reflects an employee's level of contentment with their work environment, compensation, and interpersonal relationships with supervisors and coworkers. Supervisory leadership has consistently been identified as a key determinant of employee satisfaction (Alzghoul et al., 2023; Harper, 2020). Supervisors who are supportive and communicative can effectively mitigate stress and cultivate a positive work environment (Han, 2022; Heimerl et al., 2020). When leaders provide constructive feedback, recognize achievements, and offer opportunities for professional growth, employees tend to feel more satisfied and motivated (Thorpe, 2024; Valk & Yousif, 2023). Research in the hospitality industry further corroborates that employees who receive strong leadership support exhibit higher levels of satisfaction and lower turnover intentions (Hussain et al., 2023; Jawabreh et al., 2024; Manoppo, 2020; Papaioannou et al., 2024). Therefore, the second hypothesis is posited as follows:

H2: Supervisory leadership has a positive and significant influence on employee job satisfaction.

Employee Job Satisfaction and Service Quality

Employee job satisfaction is intrinsically linked to the quality of service provided to customers. Satisfied employees tend to demonstrate enthusiasm, friendliness, and initiative during interactions with guests (Özdemir et al., 2019). Furthermore, they exhibit greater consistency in service delivery, thereby enhancing guest satisfaction (Alexandra et al., 2021; Moreno-Perdigón et al., 2021). Conversely, dissatisfied employees often perform only at the minimum required level and frequently display negative emotions that adversely impact guest perceptions (C. Yu et al., 2024). Research in the hospitality sector confirms that job satisfaction is a robust predictor of service quality, particularly in environments that rely heavily on face-to-face interactions (Hussain et al., 2023; Jawabreh et al., 2024; Papaioannou et al., 2024). Based on this, the third hypothesis is formulated:

H3: Job satisfaction has a positive and significant effect on service quality.

Mediating Role of Job Satisfaction

The relationship between supervisory leadership and service quality is not always direct. Job satisfaction often serves as a mediator in the mechanism by which leadership influences service quality (Han, 2022; Harper, 2020). Supervisory leaders typically provide clear direction, emotional support, and recognition, a style that fosters a sense of belonging and satisfaction among employees (Alzghoul et al., 2023). In turn, satisfied employees are more motivated to deliver service excellence (Andrade et al., 2022). This perspective aligns with the Job Demands-Resources (JD-R) model, which posits that leadership functions as a resource enhancing employee well-being and performance (Hermawati et al., 2020). Previous studies have established that job satisfaction partially mediates the relationship between leadership and service quality (Hussain et al., 2021; Jawabreh et al., 2024). In relation to this proposition, the fourth hypothesis is developed:

H4: Job satisfaction mediates the relationship between supervisory leadership and service quality.

Moderating Role of Cultural Attraction

The inclusion of culture as a moderator adds a novel dimension to established research models (Azam et al., 2020; Zhang et al., 2021). In this context, cultural attraction refers to the influence of local cultural values that shape employee behavior and mindsets within an organization. In West Java, strong cultural values such as someah (hospitality), silih asih (compassion), silih asah (grooming/refinement), and silih asuh (mutual care, respect, and learning) are often reflected in the manner in which employees serve guests (Listyorini et al., 2024; Trisno et al., 2022). These values can strengthen the impact of leadership and satisfaction on service quality (Hussain et al., 2023; Papademetriou et al., 2023). When leaders promote values aligned with the local culture, employees typically feel more emotionally connected to their work and express service behaviors that reflect these cultural norms (Xingyu, 2024; Y. Yu, 2024).

While cultural attraction strengthens the relationship between job satisfaction and service quality, it is also posited to indirectly enhance the mediating effect of job satisfaction on the relationship between supervisory leadership and service quality (Le et al., 2025). This interaction forms a moderated mediation model, in which the mediating effect of job satisfaction depends on the level of cultural attraction (Jawabreh et al., 2024; Valk & Yousif, 2023). In environments where local cultural values are strongly held, the indirect impact of leadership on service quality through satisfaction is expected to be more substantial. This integrated model captures both

the internal (psychological) and external (cultural) dimensions of employee behavior (Lazuardi et al., 2025; Perez & Borbon, 2023).

Based on this premise, cultural attraction is hypothesized to moderate the relationship between supervisory leadership and service quality, as well as the relationship between job satisfaction and service quality (Hypotheses 5a and 5b):

H5a: Cultural attraction moderates the relationship between supervisory leadership and service quality.

H5b: Cultural attraction moderates the relationship between job satisfaction and service quality.

Based on the theoretical background and hypothesis development, the conceptual model of this study is illustrated in Figure 1.

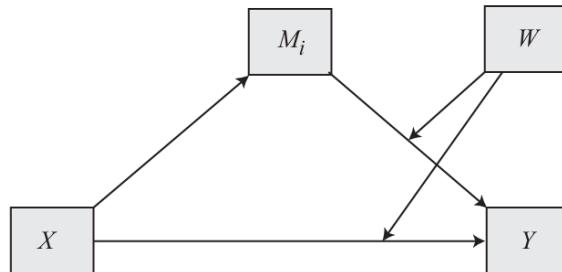


Figure 1. Research Framework

Notes: X = Supervisory Leadership; M = Employee Job Satisfaction; Y = Service Quality; W = Cultural Attraction

Source: Research data, 2025

METHODS

This study adopted a quantitative research design using a causal approach to examine the relationships among supervisory leadership, employee job satisfaction, service quality, and cultural attractiveness. The model integrates both mediation and moderation components (moderated mediation). Specifically, this study focuses on how supervisory leadership, both directly and indirectly, influences service quality through job satisfaction, while simultaneously examining how cultural attractiveness moderates this relationship. This cross-sectional study was conducted via surveys distributed to front-line employees at 72 resort hotels in West Java. The analytical framework adheres to the Hayes PROCESS Model 15, which allows for the simultaneous testing of indirect (mediated) and interaction (moderated) effects (Sassano, 2025).

The population of this study comprises all resort hotels located in West Java Province, Indonesia. The sample specifically focuses on resort hotels operating in major tourism hubs, including the Greater Bandung area, Cianjur, Sukabumi, Bogor, and Pangandaran, which represent both highland and coastal destinations. The unit of analysis is the individual employee, specifically front-line staff who interact directly with guests (guest service attendants). A total of 72 resort hotels participated in the study, with one respondent selected from each hotel. The sampling technique employed was purposive sampling (Hendayana et al., 2024), ensuring that respondents met two specific criteria: (1) having at least six months of experience, and (2) being directly involved in guest service delivery.

Data were gathered using a structured questionnaire distributed in both printed and online formats to the participating hotels. The questionnaire contained two sections: (1) demographic information (gender, age, and tenure) and (2) statements measuring the study variables. All items were rated on a seven-point interval scale. The data collection process included assessments of the instrument's validity and reliability (Dash & Paul, 2021).

Each construct was measured using indicators adapted from established scales in previous research, as detailed in Table 1 below.

Table 1. Measures of the Variables

| Variable | Indicators | References |
|----------------------------|--|---|
| Supervisory Leadership (X) | communication, motivation, support, fairness, recognition | (Aisyah et al., 2023; Cortes & Herrmann, 2021; Samara & Yousef, 2022; Sholeh, 2021) |
| Job Satisfaction (Y) | pay, supervision, work environment, promotion, enjoyment | (Abdullahi et al., 2024; Sesen & Ertan, 2021; Taweeawattanakunanon & Darawong, 2022; Valk & Yousif, 2023) |
| Service Quality (M) | reliability, responsiveness, assurance, empathy, tangibles | (Crossman, 2024; Hussain et al., 2023; Papademetriou et al., 2023; Papaioannou et al., 2024; Valk & Yousif, 2023) |

| Variable | Indicators | References |
|-------------------------|---|---|
| Cultural Attraction (W) | dummy variable: 0 = few; 1 = moderate; 2 = many (regarding local values, heritage, authenticity, pride, integration in service) | (Damanik & Yusuf, 2022; Mahendra, 2024; Nashar et al., 2020; Widyawati, 2020; Zhao & Agyeiwaah, 2023) |

(Note: The symbols for Job Satisfaction and Service Quality have been corrected to M and Y, respectively, to align with the Hayes Model 15 structure.

Source: Research data, 2025

Data analysis was conducted in two primary phases. First, descriptive analysis was utilized to delineate respondents' characteristics and variable distributions (mean, standard deviation, and frequency). Second, inferential analysis was performed using the Hayes PROCESS macro (Model 15) in SPSS. This model was selected because it can test both mediated and moderated effects simultaneously (Abu-Bader & Jones, 2021). The analysis estimated (1) direct effects of supervisory leadership on service quality, (2) indirect effects through job satisfaction, and (3) interaction effects between leadership, job satisfaction, and cultural attraction. Significance levels were determined using bootstrapping with 5,000 resamples and 95% confidence intervals to ensure robust estimates of indirect and moderated effects.

The moderated mediation framework is represented by the regression equations as follows:

$$M = a_0 + a_1 X + e_1$$

$$Y = b_0 + b_1 X + b_2 M + b_3 W + b_4 (X \times W) + b_5 (M \times W) + e_2$$

Where:

- X = Supervisory Leadership.
- M = Employee Job Satisfaction.
- Y = Service Quality.
- W = Cultural Attraction.
- e_1, e_2 = error terms.

Equation (1) estimates the effect of supervisory leadership on job satisfaction.

Equation (2) estimates the direct, indirect, and interaction effects on service quality, where:

- a_1 = direct effect of supervisory leadership on job satisfaction.
- b_1 = direct effect of supervisory leadership on service quality.
- b_2 = effect of job satisfaction on service quality.
- b_3 = effect of cultural attraction on service quality.
- b_4 = moderation of cultural attraction on the direct effect ($X \times W$).
- b_5 = moderation of cultural attraction on the indirect effect ($M \times W$).

RESULTS AND DISCUSSION

Profile of the Respondents

The demographic profile of the respondents comprises 72 front-line staff members who engage in direct interaction with guests, specifically guest service attendants, receptionists, and restaurant staff employed at various resort hotels throughout West Java. These participants represent a cross-section of employees from the Greater Bandung area, Cianjur, Sukabumi, Bogor, and Pangandaran—regions characterized by diverse natural landscapes and cultural settings. A summary of the respondents' demographic characteristics is presented in Table 2.

Table 2. Profile of the Respondents

| Demographic Variables | Frequency (f) | Percentage (%) |
|-----------------------------------|---------------|----------------|
| Gender | | |
| Male | 56 | 77.8 |
| Female | 16 | 22.2 |
| Age | | |
| Below 20 years old | 4 | 5.6 |
| Between 20 and 30 years old | 22 | 30.6 |
| Between 31 and 40 years old | 26 | 36.1 |
| Between 41 and 50 years old | 14 | 19.4 |
| Above 50 years old | 6 | 8.3 |
| Tenure (Length of Service) | | |
| Below 1 year | 3 | 4.2 |

| Demographic Variables | Frequency (f) | Percentage (%) |
|------------------------|---------------|----------------|
| Between 1 - 5 years | 20 | 27.8 |
| Between 6 and 10 years | 32 | 44.4 |
| More than 10 years | 17 | 23.6 |
| Total | 72 | 100.0 |

Source: Research data, 2025

Based on the data presented, the majority of respondents were male (77.8%). This distribution reflects the prevalence of male employees in operational service roles, such as bellboys, waiters, and guest service attendants, within this sector. Regarding age distribution, the largest cohort was in the 31–40-year age bracket (36.1%), suggesting that the workforce is predominantly in a productive, experienced stage of its careers. In terms of tenure, a significant proportion of respondents (44.4%) have been employed for 6 to 10 years. This tenure indicates a high level of familiarity with hotel procedures and sufficient experience in managing guest interactions. Overall, this demographic profile characterizes the respondents as a relatively mature and stable workforce.

Descriptive Statistics

As presented in Table 3, all variables exhibit high mean scores, indicating favorable perceptions among resort hotel employees in West Java regarding the constructs measured. The Supervisory Leadership variable yielded an overall mean of 4.98 (66.4%). This suggests that employees generally perceive their supervisors as communicative, fair, supportive, and appreciative. Among the dimensions of leadership, motivation (5.08) and communication (5.07) emerged as the highest-rated aspects, indicating that clear direction and encouragement constitute key leadership strengths within these organizations.

Table 3. Descriptive Statistics of Each Variable

| Indicators/Variables | Mean | % | Category |
|------------------------|------|------|----------|
| Communication | 5.07 | 67.8 | High |
| Motivation | 5.08 | 68.1 | High |
| Support | 4.85 | 64.1 | High |
| Fairness | 4.96 | 66.0 | High |
| Recognition | 4.96 | 66.0 | High |
| Supervisory Leadership | 4.98 | 66.4 | High |
| Reliability | 5.13 | 68.8 | High |
| Responsiveness | 5.14 | 69.0 | High |
| Assurance | 5.19 | 69.9 | High |
| Empathy | 5.22 | 70.4 | High |
| Tangibles | 5.11 | 68.5 | High |
| Service Quality | 5.16 | 69.3 | High |
| Pay | 5.10 | 68.3 | High |
| Supervision | 5.11 | 68.5 | High |
| Work Environment | 5.22 | 70.4 | High |
| Promotion | 4.99 | 66.4 | High |
| Enjoyment | 5.51 | 75.2 | High |
| Job Satisfaction | 5.19 | 69.8 | High |

Source: Research data, 2025

Regarding Service Quality, the empathy dimension achieved the highest mean (5.22; 70.4%), suggesting that employees are highly responsive to guests' emotional and personal needs. This attribute is a critical asset for resort hotels that rely heavily on personalized service. In terms of Job Satisfaction, the highest score was observed in the enjoyment dimension (mean = 5.51; 75.2%), reflecting that employees derive pleasure from their work and feel emotionally connected to their tasks. Conversely, the lowest mean was observed for promotion (mean = 4.99; 66.4%), suggesting perceived limitations in career development opportunities. Overall, these findings demonstrate that employees experience positive leadership, are highly satisfied with their jobs, and consistently deliver high-quality service.

Moderated Mediation Regression Analysis

Inferential analysis was performed utilizing the Hayes PROCESS macro (Model 15) in SPSS, as this model is specifically engineered to test moderated mediation relationships. In this study, the model examines how supervisory leadership (X) influences service quality (Y) through job satisfaction (M), while simultaneously assessing whether this indirect relationship is modulated by cultural attraction (W). Model 15 (see Figure 1) is

appropriate for this analysis because it allows simultaneous estimation of the direct and indirect effects of the independent variable on the dependent variable, and it determines how the strength of the mediation path varies across levels of the moderator. Consequently, this approach elucidates whether supervisory leadership affects service quality through job satisfaction and whether that influence is contingent upon employees' perception of cultural attraction.

Table 4. Regression Results of Hayes PROCESS Model 15

| Path | Coefficient (β) | SE | t | p | Result |
|---------------------------------|-------------------------|-------|--------|-------|-----------|
| M = f(X) | | | | | |
| X → M | 0.479 | 0.104 | 4.622 | 0.000 | Supported |
| Y = f(X, M, W, X×W, M×W) | | | | | |
| X → Y | 0.587 | 0.155 | 3.776 | 0.000 | Supported |
| M → Y | 0.330 | 0.163 | 2.030 | 0.046 | Supported |
| W → Y | -0.921 | 2.841 | -0.324 | 0.747 | Not Sig. |
| X × W → Y | -0.207 | 0.099 | -2.078 | 0.042 | Supported |
| M × W → Y | 0.230 | 0.113 | 2.036 | 0.046 | Supported |

Model 1 (M): $R^2 = 0.234$, $F(1,70) = 21.361$, $p < 0.001$

Model 2 (Y): $R^2 = 0.635$, $F(5,66) = 22.979$, $p < 0.001$

Source: Research data, 2025

The results of the regression analysis indicate that the first model, which examines the effect of supervisory leadership on job satisfaction, is statistically significant ($R^2 = 0.234$, $F(1,70) = 21.361$, $p < 0.001$). This implies that supervisory leadership explains approximately 23.4% of the variance in job satisfaction. The second model, which incorporates supervisory leadership, job satisfaction, cultural attraction, and their interaction terms as predictors of service quality, also yields a significant result ($R^2 = 0.635$, $F(5,66) = 22.979$, $p < 0.001$). This indicates that the combination of these variables can explain 63.5% of the variation in service quality. Overall, both models demonstrate robust explanatory power and confirm that supervisory leadership, alongside job satisfaction and cultural attraction, plays a pivotal role in determining service quality.

Table 5. Conditional Effects of Supervisory Leadership (X) on Service Quality (Y) through Job Satisfaction (M) at Different Levels of Cultural Attraction (W)

| Level of Cultural Attraction (W) | Direct Effect (X→Y) | Indirect Effect (X→M→Y) | Boot SE | Interpretation |
|----------------------------------|---------------------|-------------------------|---------|--------------------------|
| Low (0.476) | 0.488*** | 0.211** | 0.083 | Both effects significant |
| Medium (1.236) | 0.331*** | 0.294** | 0.076 | Both effects significant |
| High (1.996) | 0.174 (ns) | 0.378** | 0.095 | Indirect effect stronger |

Index of Moderated Mediation = 0.110 (Boot SE = 0.063, CI [-0.011, 0.234])

Notes: *** $p < 0.001$, ** $p < 0.01$, ns = not significant

Source: Research data, 2025

As observed in Tables 4 and 5, supervisory leadership positively influences job satisfaction ($\beta = 0.479$, $p < 0.001$) and directly enhances service quality ($\beta = 0.587$, $p < 0.001$). Job satisfaction also significantly contributes to service quality ($\beta = 0.330$, $p = 0.046$), suggesting a mediating role. The interaction terms ($X \times W$ and $M \times W$) are both significant, indicating that cultural attraction moderates these relationships. As detailed in Table 5, the direct effect of leadership on service quality diminishes at high levels of cultural attraction, whereas the indirect effect through job satisfaction intensifies. This pattern confirms a moderated mediation effect, in which the influence of supervisory leadership on service quality operates more strongly through job satisfaction when cultural attraction is high.

Discussion

The results obtained from the Hayes PROCESS analysis provide robust empirical support for the proposed model. Model 1 demonstrates that supervisory leadership significantly predicts job satisfaction ($\beta = 0.479$, $p < 0.001$), explaining 23.4% of the variance in job satisfaction ($R^2 = 0.234$). Model 2 accounts for 63.5% of the variance in service quality ($R^2 = 0.635$). In this model, supervisory leadership exerts a significant direct effect on service quality ($\beta = 0.587$, $p < 0.001$). Similarly, job satisfaction demonstrates a significant positive influence on service quality ($\beta = 0.330$, $p = 0.046$), confirming its role as a mediator. While the main effect of cultural attraction on service quality is not statistically significant, both interaction terms are significant: $X \times W$ ($\beta = -0.207$, $p = 0.042$) and $M \times W$ ($\beta = 0.230$, $p = 0.046$). Conditional tests reveal that the direct effect of supervisory leadership (X) on service quality (Y) diminishes as cultural attraction (W) increases. Conversely, the indirect effect of leadership on service quality via job satisfaction (M) strengthens as cultural attraction increases

(indirect effects: 0.211 at low W, 0.294 at medium W, and 0.378 at high W). The index of moderated mediation is positive, confirming the stability of this mechanism.

The findings from the first model confirm that supervisory leadership has a significant positive impact on job satisfaction. When supervisors are supportive, communicative, and fair, employees report higher levels of satisfaction with their roles. This finding aligns with the principles of Social Exchange Theory, which posits that positive treatment from leaders engenders a sense of obligation and emotional reciprocity among subordinates. Employees perceive effective leadership as a valuable social resource and respond with greater commitment and job satisfaction. This is also consistent with Organizational Support Theory, which views supervisors as agents of the organization (Eisenberger et al., 2025; Pinnington et al., 2023). When leaders provide recognition, motivation, and equitable treatment, employees interpret these actions as indicative of the organization's concern for their well-being. Consequently, employees develop stronger affective attachment and satisfaction. These results reinforce the notion that effective leadership encompasses both managerial and relational exchange functions, fostering psychological well-being and strengthening intrinsic motivation to contribute to organizational goals.

The second model establishes that job satisfaction contributes significantly to service quality, both directly and indirectly, contingent upon the level of cultural attractiveness. Employees who are satisfied with their jobs tend to exhibit more positive attitudes and greater enthusiasm, leading to a stronger commitment to delivering high-quality service to guests. This finding supports the Service-Profit Chain perspective (Briggs et al., 2020), which emphasizes that satisfied employees are more motivated to provide superior service, particularly in resort hotel settings (Ruel & Njoku, 2021).

Furthermore, the model demonstrates that cultural attractiveness moderates the relationship between job satisfaction and service quality. When cultural attractiveness is high—meaning local traditions, values, and guest expectations are deeply integrated into daily service—the positive impact of job satisfaction on service quality is amplified. This suggests that cultural congruence enhances employees' sense of belonging and pride, which, in turn, translates into higher job satisfaction and improved service quality (Wang et al., 2015). Conversely, when cultural attractiveness is low, this relationship weakens, indicating that the cultural context plays a significant role in sustaining service quality.

The moderation analysis reveals that cultural attractiveness significantly influences the pathways between supervisory leadership, job satisfaction, and service quality. The data suggest a nuanced dynamic: while the direct reliance on supervisory leadership decreases when cultural values are strong, the indirect impact through satisfaction becomes more potent. Leaders with high supervisory capabilities are better able to inspire front-line staff to deliver guest experiences that reflect cultural authenticity. This alignment between leadership behavior and the cultural context strengthens employee engagement and enhances guests' perceived value of service (Huang & Rundle-Thiele, 2014). Similarly, the interaction between job satisfaction and service quality is more robust under conditions of high cultural attractiveness. Satisfied employees who embrace cultural values exhibit greater emotional engagement and pride in serving guests. Conversely, when cultural attractiveness is low, the sense of shared identity weakens, diminishing the impact of leadership and satisfaction on service outcomes. This underscores that cultural fit and cohesion are critical drivers of sustained service quality.

These findings align with several prior studies in the hospitality and tourism sectors. Consistent with (Alzghoul et al., 2023), this study finds that supportive leadership is associated with better employee outcomes, specifically job satisfaction. Research examining job satisfaction in hospitality reports similar patterns, where leadership and working conditions shape satisfaction (Heimerl et al., 2020; Valk & Yousif, 2023). The result that satisfied employees deliver higher service quality echoes the Service-Profit Chain logic and empirical work linking staff satisfaction to service performance (Phuong & Tran, 2020; Hussain et al., 2023). The moderating effect of cultural attraction also corroborates research showing that cultural context alters leadership effects. For instance, Zhang et al. (2021) demonstrate that cultural factors moderate the consequences of servant leadership. Furthermore, studies on cultural values in resorts indicate that local culture strengthens the guest experience and revisit intention (Azam et al., 2020; Le et al., 2025). In sum, the observed pattern of a direct leadership effect, combined with an indirect path through job satisfaction that strengthens under high cultural attraction, is broadly consistent with prior evidence across diverse hospitality contexts.

The results extend existing theory in three key ways. First, they reinforce Social Exchange Theory and Organizational Support Theory by demonstrating that supervisory treatment predicts psychological states (job satisfaction) that subsequently drive performance outcomes. Second, they enrich the Service-Profit Chain by identifying cultural attraction as a contextual amplifier of the link between satisfaction and service. This implies that the chain is not uniform across settings; cultural fit is a determinant factor. Third, the moderated

mediation pattern suggests a complex interplay between individual-level mechanisms (satisfaction) and contextual moderators (culture). This complements meta-analytic and cross-cultural work highlighting the boundary conditions of leadership effects (Zhang et al., 2021). Overall, the study indicates that theories of leadership and service must incorporate cultural context when applied to resort and tourism settings.

The findings offer clear, actionable guidance for resort managers. First, management should invest in supervisory skills that focus on communication, recognition, and support. These behaviors enhance job satisfaction and directly boost service quality. Second, resorts should cultivate local culture within service routines and training programs. When cultural attraction is strong, satisfied employees effectively translate their attitudes into superior guest experiences. Practical steps include integrating local rituals into service scripts, utilizing cultural cues during onboarding, and celebrating local festivals with staff participation (Azam et al., 2020; Lazuardi et al., 2025). Third, managers must monitor promotion paths and tangible support systems, as these are drivers of satisfaction and retention (Heimerl et al., 2020; Min & Hong, 2021). Finally, leadership development should be tailored to the specific resort context rather than adopting a "one-size-fits-all" approach. Supervisors must learn to align managerial practices with local cultural norms and guest expectations (Sidorčuk & Kurusina, 2025). These steps will enable resorts to convert internal human resource strengths into sustainable service advantages.

CONCLUSION

This study investigates the influence of supervisory leadership on service quality within resort hotels, positioning job satisfaction as a mediating variable and cultural attraction as a moderating factor. Based on data collected from 72 front-line staff members across resort hotels in West Java, the analysis utilizing the Hayes PROCESS Macro (Model 15) confirmed the presence of both direct and indirect effects. Specifically, supervisory leadership was found to significantly enhance job satisfaction, with both variables collectively contributing to improved service quality. Furthermore, cultural attraction emerged as a significant moderator, notably amplifying the positive impact of job satisfaction on service outcomes in environments where cultural values are emphasized. These findings underscore the pivotal role of leadership behavior in shaping positive employee attitudes, which in turn fosters superior service quality. By practicing effective communication, supervisors foster recognition, fairness, and a sense of belonging, thereby directly enhancing the quality of service delivery. The observed mediating effect of job satisfaction corroborates the tenets of Social Exchange Theory, positing that employees who perceive supportive leadership reciprocate through heightened engagement and greater service effort.

Crucially, cultural attraction was identified as a vital contextual determinant. In resort settings deeply embedded in strong local culture, the influence of leadership and satisfaction on service quality is significantly reinforced. This implies that leadership effectiveness in the hospitality industry is multidimensional—spanning both psychological and cultural domains—where alignment with local norms and guest expectations is essential to delivering authentic, memorable experiences. From a practical perspective, resort management should prioritize training supervisors to function as motivators and mentors, while simultaneously fostering a workplace culture that respects and integrates local traditions. Future research endeavors could expand this model by incorporating additional moderators, such as organizational climate or customer orientation, or by validating the framework across diverse regions to ensure cross-cultural applicability. Overall, this study offers significant theoretical and practical contributions by elucidating the intricate links between leadership, satisfaction, and culture in driving service quality within the resort hospitality sector.

REFERENCES

Abdullahi, M. S., Adieza, A., Arnaut, M., Nuhu, M. S., Ali, W., & Lawal Gwadabe, Z. (2024). Antecedents of employee performance through perceived organizational support: A moderating role of job satisfaction among employees of SMEs in an emerging economy. *Journal of Organizational Effectiveness: People and Performance*, 12(3), 537–558. <https://doi.org/10.1108/JOEPP-01-2023-0014>

Abu-Bader, S., & Jones, T. V. (2021). Statistical mediation analysis using the sobel test and hayes SPSS process macro. *International Journal of Quantitative and Qualitative Research Methods*. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3799204

Agyeiwaah, E., Dayour, F., & Zhou, (Joe) Yong. (2021). How does employee commitment impact customers' attitudinal loyalty? *Journal of Hospitality and Tourism Insights*, 5(2), 350–376. <https://doi.org/10.1108/JHTI-09-2020-0169>

Aisyah, E. N., Prajawati, M. I., & Setiani. (2023). Measuring Female Leadership Competencies of SMEs. *Asian Journal of Economics, Business and Accounting*, 23(9), Article 9. <https://doi.org/10.9734/ajeba/2023/v23i9962>

Alexandra, Y., Purnamaningsih, P., & Choirisa, S. F. (2021). Comparative study: International chain and local chain hotel COVID-19 readiness strategies in Indonesia. *Economics, Management and Sustainability*, 6(2), Article 2. <https://doi.org/10.14254/jems.2021.6-2.9>

Al-Refaei, A. A.-A., Ibrahim, A., Alshuhumi, S., & Madani, Y. (2024). The Moderating Role of Perceived Organizational Support in the Relationship Between Job Satisfaction, Organizational Commitment, and Customers Perceived Service Quality: A Conceptual Study. In B. Awwad (Ed.), *The AI Revolution: Driving Business Innovation and Research: Volume 2* (pp. 69–79). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-54383-8_6

Alzghoul, A., Lehyeh, S. A., AlNawafleh, E. A. T., & Alsheikh, G. A. A. (2023). Servant leadership and employee well-being: Mediating role of job burnout, role overload, and anxiety in the Jordanian hospitality sector. *Problems and Perspectives in Management*, 21(4), 384.

Andrade, M. S., Miller, D., & Westover, J. H. (2022). Job Satisfaction and Gender: A Global Comparison of Job Satisfaction in the Hospitality Industry. *Journal of Quality Assurance in Hospitality & Tourism*. <https://www.tandfonline.com/doi/abs/10.1080/1528008X.2021.1911728>

Aviyah, A., & Mursyidah, L. (2024). Employee Performance in Population Services Quality Timeliness and Technology Use: Indonesian Journal of Cultural and Community Development, 15(3), Article 3. <https://doi.org/10.21070/ijccd.v15i3.1095>

Azam, N. R. A. N., Rashid, B., Zainol, N. A., & Mohamad, M. (2020). Multi-dimensional values on customers' intention to revisit green resorts: The cultural case in Malaysia. *Journal of Innovation in Educational and Cultural Research*, 1(2), 41–51.

Bratt, T. K. (2021). Job Attitude and Behavior Differences: Comparing Standard and Non-Standard Resort Employees [PhD Thesis, Grand Canyon University]. <https://search.proquest.com/openview/6b0d06c4d59a029e3c6b11df7470c742/1?pq-origsite=gscholar&cbl=18750&diss=>

Briggs, E., Deretti, S., & Kato, H. T. (2020). Linking organizational service orientation to retailer profitability: Insights from the service-profit chain. *Journal of Business Research*, 107, 271–278. <https://doi.org/10.1016/j.jbusres.2018.08.038>

Cortes, A. F., & Herrmann, P. (2021). Strategic Leadership of Innovation: A Framework for Future Research. *International Journal of Management Reviews*, 23(2), 224–243. <https://doi.org/10.1111/ijmr.12246>

Crossman, S. (2024). Impact of Service Quality on Customer Satisfaction in Boutique Hotels. *Journal of Hospitality and Tourism*, 4(3), 1–9. <https://doi.org/10.47672/jht.2385>

Damanik, J., & Yusuf, M. (2022). Effects of perceived value, expectation, visitor management, and visitor satisfaction on revisit intention to Borobudur Temple, Indonesia. *Journal of Heritage Tourism*, 17(2), 174–189. <https://doi.org/10.1080/1743873X.2021.1950164>

Dash, G., & Paul, J. (2021). CB-SEM vs PLS-SEM methods for research in social sciences and technology forecasting. *Technological Forecasting and Social Change*, 173, 121092. <https://doi.org/10.1016/j.techfore.2021.121092>

Eisenberger, R., Wen, X., Zheng, D., Yu, J., Liu, Z., Zhang, J., Wang, L., Kim, T.-Y., Krivacek, S., Zagenczyk, T. J., Joo, M.-K., Mesdaghinia, S., Lee, D.-R., & Kim, T.-H. (2025). Does Felt Obligation or Gratitude Better Explain the Relationship Between Perceived Organizational Support and Outcomes? *Group & Organization Management*, 50(1), 243–288. <https://doi.org/10.1177/10596011231180388>

Han, J. W. (2022). A review of antecedents of employee turnover in the hospitality industry on individual, team and organizational levels. *International Hospitality Review*, 36(1), 156–173. <https://doi.org/10.1108/IHR-09-2020-0050>

Harper, J. W. (2020). Leadership styles and counselor satisfaction among substance abuse professionals in Florida. *Southeastern University*. <https://search.proquest.com/openview/228a09ef8a9f68699ef8e7198af772d/1?pq-origsite=gscholar&cbl=18750&diss=>

Heimerl, P., Haid, M., Benedikt, L., & Scholl-Grissemann, U. (2020). Factors Influencing Job Satisfaction in Hospitality Industry. *SAGE Open*. <https://doi.org/10.1177/2158244020982998>

Hendayana, Y., Arief Ramdhany, M., Pranowo, A. S., Abdul Halim Rachmat, R., & Herdiana, E. (2024). Exploring impact of profitability, leverage and capital intensity on avoidance of tax, moderated by size of firm in LQ45

companies. *Cogent Business & Management*, 11(1), 2371062. <https://doi.org/10.1080/23311975.2024.2371062>

Hermawati, A., Nurwati, N., Suhana, S., Machmuddah, Z., & Ali, S. (2020). Satisfaction, HR, and Open Innovation in Tourism Sector. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(4), 182. <https://doi.org/10.3390/joitmc6040182>

Huang, Y.-T., & Rundle-Thiele, S. (2014). The moderating effect of cultural congruence on the internal marketing practice and employee satisfaction relationship: An empirical examination of Australian and Taiwanese born tourism employees. *Tourism Management*, 42, 196–206. <https://doi.org/10.1016/j.tourman.2013.12.005>

Hussain, A., Jamaluddin, M. A., & Hashim, K. S. H.-Y. (2021). Study on Muslim Friendly Hotel in Malaysia: A Conceptual Framework. *Journal of Halal Industry & Services*, 4(1), Article 1. <https://doi.org/10.36877/jhis.a0000240>

Hussain, A., Li, M., Kanwel, S., Asif, M., Jameel, A., & Hwang, J. (2023). Impact of Tourism Satisfaction and Service Quality on Destination Loyalty: A Structural Equation Modeling Approach concerning China Resort Hotels. *Sustainability*, 15(9), 7713. <https://doi.org/10.3390/su15097713>

Jawabreh, O., Fahmawee, E., Masa'Deh, R., & Abdelrazaq, H. (2024). Service Quality and Organizational Excellence and Their Relationships with the Wadi Rum Protected Area Employees' Job Satisfaction. *Geojournal of Tourism and Geosites*, 53(2), 599–610.

Lazuardi, M. A., Yuslim, S., Fauzi, R., & Seanders, O. (2025). Transforming tourism potential through sustainable resort hotel landscape design at Waeciu Beach. *Malaysian Journal of Sustainable Environment*, 12(2), 275–298. <https://doi.org/10.24191/myse.v12i2.4681>

Le, D. L., Bui, M. N., Cao, T. T. Q., Phan, T. M. T., Luu, T. T. T., & Nguyen, T. L. (2025). Determinants of Tourist's Choice of a Resort Hotel. In S. Kot, B. Khalid, & A. Ul Haque (Eds.), *New Challenges of the Global Economy for Business Management* (pp. 1245–1259). Springer Nature Singapore. https://doi.org/10.1007/978-981-96-4116-1_79

Listyorini, H., Buulolo, A. L., Palupiningtyas, D., Putri, J. A., Supriyadi, A., & Rattanapun, S. (2024). Resort Hotel For Educational Tourism: Strategy To Improve The Quality Of Tourist Experience At Renaissance Okinawa Resort, Japan. *Asia Pacific Journal of Business Economics and Technology*, 4(05), 26–39. <https://doi.org/10.98765/apjbet.v4i05.267>

Mahendra, D. (2024). The Impact of Tourism on the Preservation and Transformation of Cultural Identity in Bali, Indonesia. *Studies in Social Science & Humanities*, 3(6), Article 6.

Manoppo, V. P. (2020). Transformational leadership as a factor that decreases turnover intention: A mediation of work stress and organizational citizenship behavior. *The TQM Journal*, 32(6), 1395–1412. <https://doi.org/10.1108/TQM-05-2020-0097>

Marneros, S., Papageorgiou, G., & Efstathiades, A. (2021). Examining the core competencies for success in the hotel industry: The case of Cyprus. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 28, 100303. <https://doi.org/10.1016/j.jhlste.2021.100303>

Min, K., & Hong, W. (2021). The Effect of Food Sustainability and the Food Safety Climate on the Job Stress, Job Satisfaction and Job Commitment of Kitchen Staff. *Sustainability*, 13(12), 6813. <https://doi.org/10.3390/su13126813>

Moreno-Perdigón, M. C., Guzmán-Pérez, B., & Ravelo Mesa, T. (2021). Guest satisfaction in independent and affiliated to chain hotels. *International Journal of Hospitality Management*, 94, 102812. <https://doi.org/10.1016/j.ijhm.2020.102812>

Nashar, M., Haryadi, D. A., & Parashakti, R. D. (2020). Strategic Change Management on Bogor Botanical Gardens Toward UNESCO World Heritage (Case Study on Bogor Botanical Gardens). 103–110. <https://doi.org/10.2991/aebmr.k.200205.020>

Öksüz, M., Tosyalı, H., & Tosyalı, F. (2022). The link between supervisor support, servicing efficacy and job satisfaction among frontline hotel employees: An investigation in Turkey. *Personnel Review*, 52(7), 1773–1790. <https://doi.org/10.1108/PR-10-2021-0733>

Özdemir, A. İ., Çolak, A., & Shmilli, J. (2019). Business process management in hotels: With a focus on delivering quality guest service. *Quality & Quantity*, 53(5), 2305–2322. <https://doi.org/10.1007/s11135-018-0727-4>

Papademetriou, C., Anastasiadou, S., & Papalexandris, S. (2023). The Effect of Sustainable Human Resource Management Practices on Customer Satisfaction, Service Quality, and Institutional Performance in Hotel Businesses. *Sustainability*, 15(10), Article 10. <https://doi.org/10.3390/su15108251>

Papaioannou, A., Koronios, K., Ntasis, L., Yfantidou, G., Balaska, P., & Spyridopoulou, E. (2024). Total Quality Management in Sport Tourism and the Hospitality Industry: The Case of Greek Luxury Resorts with Sport and Recreation Facilities and Services. *Sustainability*, 16(5), 1894. <https://doi.org/10.3390/su16051894>

Perez, P. D. M., & Borbon, N. M. D. (2023). Influence of service brand orientation to employer attractiveness among resort businesses in Surigao del Sur. *International Journal on Hospitality and Tourism Research* December, 2 (4) <Https://Ijhtr.Com/Wp-Content/Uploads/2024/07/15-Perez. Pdf>. <Https://Ijhtr.Com/Wp-Content/Uploads/2024/07/15-perez.pdf>

Phuong, T. T. K., & Tran, T. V. (2020). Job satisfaction, employee loyalty and job performance in the hospitality industry: A moderated model. *Asian Economic and Financial Review*, 10(6), 698.

Pillai, R., & Sivathanu, B. (2020). Adoption of AI-based chatbots for hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 32(10), 3199–3226. <https://doi.org/10.1108/IJCHM-04-2020-0259>

Pinnington, A., Mir, F. A., & Ai, Z. (2023). The significance of general skills training for early career graduates: Relationships with perceived organizational support, job satisfaction and turnover intention. *European Journal of Training and Development*, 48(7–8), 705–729. <https://doi.org/10.1108/EJTD-01-2023-0002>

Ruel, H., & Njoku, E. (2021). AI redefining the hospitality industry. *Journal of Tourism Futures*, 7(1), 53–66. <https://doi.org/10.1108/JTF-03-2020-0032>

Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of Work Stress and Job Burnout on Turnover Intentions among Hotel Employees. *International Journal of Environmental Research and Public Health*, 19(15), 9724. <https://doi.org/10.3390/ijerph19159724>

Samara, I., & Yousef, I. (2022). The impact of foreign directors and firm performance on strategic change. *Review of International Business and Strategy*, 33(3), 466–492. <https://doi.org/10.1108/RIBS-10-2021-0137>

Sassano, G. (2025). The holistic view in forecasting: A conceptual framework to analyze and mitigate cost underestimation arising from optimism bias. *Project Leadership and Society*, 6, 100177. <https://doi.org/10.1016/j.plas.2025.100177>

Sesen, H., & Ertan, S. S. (2021). The effect of the employee perceived training on job satisfaction: The mediating role of workplace stress. *European Journal of Training and Development*, 46(9), 953–973. <https://doi.org/10.1108/EJTD-01-2021-0014>

Sholeh, M. (2021). Transformational Leadership: Principal Intellectual Stimulation In Improving Teacher Competences. *Al-Ta Lim Journal*, 28(2), Article 2. <https://doi.org/10.15548/jt.v28i2.708>

Sidorčuka, I., & Kurusina, A. (2025). Using Culture for Customers Expectations Analysis in a Luxury Hotel. In M. H. Bilgin, H. Danis, E. Demir, & G. Di Bartolomeo (Eds.), *Eurasian Business and Economics Perspectives* (pp. 129–146). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-84319-8_8

Taweewattanakunanon, R., & Darawong, C. (2022). The influence of employer branding in luxury hotels in Thailand and its effect on employee job satisfaction, loyalty, and intention to recommend. *Journal of Human Resources in Hospitality & Tourism*, 21(4), 501–523. <https://doi.org/10.1080/15332845.2022.2106612>

Thorpe, D. (2024). The Relationship Between Telework, Leadership Style, and Job Satisfaction in the Service Industry: A Correlational Study [PhD Thesis, Columbia Southern University]. <https://search.proquest.com/openview/88d2f391737b49d4c7d2791c7f6813c2/1?pq-origsite=gscholar&cbl=18750&diss=y>

Trisno, R., Nuramin, L., & Lianto, F. (2022). Establishing Identity of Tourist Resorts through Vernacular Metaphors and Construction Technologies: The Case of Bali's Resort Hotel Designs. https://litar.untar.ac.id/repository/penelitian/buktipenelitian_10389006_20A200722171943.pdf

Turgarini, D., Baiquni, M., & Harmayani, E. (2018). The Multiplier Effect of Buying Local Gastronomy: Case of Sundanesse Restaurant. *E-Journal of Tourism*, 54. <https://pdfs.semanticscholar.org/1fde/15f0ce181c18b54a90cb83eb340cf74e04b9.pdf>

Valk, R., & Yousif, L. (2023). "Going beyond to deliver hip hospitality": Exploring motivation and job satisfaction of hospitality workers in Dubai. *International Journal of Organizational Analysis*, 31(2), 293–316. <https://doi.org/10.1108/IJOA-12-2020-2517>

Vasilagkos, T., Polychroniou, P., & Maroudas, L. (2021). Emotional Intelligence and Mentoring Received in Hotel Organizations. In D. P. Sakas, D. K. Nasiopoulos, & Y. Taratuhina (Eds.), *Business Intelligence and Modelling* (pp. 519–524). Springer International Publishing. https://doi.org/10.1007/978-3-030-57065-1_54

Wang, C.-Y., Miao, L., & Mattila, A. S. (2015). Customer responses to intercultural communication accommodation strategies in hospitality service encounters. *International Journal of Hospitality Management*, 51, 96–104. <https://doi.org/10.1016/j.ijhm.2015.09.001>

Widyawati, I. W. (2020). Carnival Costume Development Management Strategy as One of Leading Micro and Small Medium Enterprises (UMKM) in the Vocational School of Shows in the Village of Ronggo sub District of Tajinan. *KnE Social Sciences*, 267–279. <https://doi.org/10.18502/kss.v4i12.7602>

Xingyu, Z. (2024). Research on the Development of cultural construction of regional theme hotels—Taking art and culture theme hotels as an example. *Tourism Management and Technology Economy*, 7(1), 46–50. <https://doi.org/10.23977/tmte.2024.070106>

Yu, C., Liang, L. J., & Choi, H. C. (2024). Examining Customer Value Cocreation Behavior in Boutique Hotels: Hospitality, Perceived Value, Satisfaction, and Citizenship Behavior. *Tourism Analysis*, 29(2), 221–237. <https://doi.org/10.3727/108354224X17091476372167>

Yu, Y. (2024). A Strategic Study on the Planning of Accommodation Facilities in Tourist Attractions to Enhance Tourist Experience. *International Journal for Housing Science and Its Applications*, 45, 10–21. <https://doi.org/10.70517/ijhsa4532>

Zhang, Y., Zheng, Y., Zhang, L., Xu, S., Liu, X., & Chen, W. (2021). A meta-analytic review of the consequences of servant leadership: The moderating roles of cultural factors. *Asia Pacific Journal of Management*, 38(1), 371–400. <https://doi.org/10.1007/s10490-018-9639-z>

Zhao, Y., & Agyeiwaah, E. (2023). Exploring value-based motivations for culture and heritage tourism using the means-end chain and laddering approach. *Journal of Heritage Tourism*, 18(5), 594–616. <https://doi.org/10.1080/1743873X.2023.2215933>

Zopiatis, A., & Theocharous, A. L. (2022). Career change in a small island tourism destination: Evidence from former hospitality managers. *International Journal of Hospitality & Tourism Administration*. <https://doi.org/10.1080/15256480.2020.1862017>