

The Influence of Management Style on Employee Satisfaction and Job Performance Among Selected Hotel Personnel

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Abstract. This study assesses the influence of different management styles—Supportive, Directive, Participative, and Achievement-Oriented—on job performance and satisfaction among employees at The Bayleaf Hotel Cavite. Grounded in the Path-Goal Theory, the Job Characteristics Model, and the Social Exchange Theory, the research analyzes how leadership styles impact critical job attributes, including autonomy, skill variety, feedback, task significance, and task identity. Utilizing a quantitative-descriptive research design with correlation analysis, data were collected from 61 hotel employees through a validated online survey. Results indicate that the Achievement-Oriented and Directive management styles had the most positive effect on job performance and employee satisfaction. The Achievement-Oriented style significantly influenced all five job characteristics, with strong statistical effects on Autonomy ($p < .001$), Skill Variety ($p < .001$), Task Identity ($p < .001$), Task Significance ($p = .003$), and Feedback ($p = .013$). The Directive style showed significant positive effects on Task Significance ($p = .012$) and Feedback ($p = .043$). In contrast, the Participative (overall mean = 3.21) and Supportive (overall mean = 3.22) styles demonstrated weaker effectiveness in highly structured tasks, yielding no statistically significant impact on core job characteristics ($p > .05$). The study concludes that adopting a progressive, adaptive, and structured leadership style is crucial for creating an engaged workforce in the hospitality industry, recommending that hotel management align leadership approaches with employee needs and situational conditions to enhance overall service quality.

Keywords: Bayleaf Hotel; Employee Satisfaction; Hospitality Industry; Job Performance; Management Style

Introduction

In the global hospitality industry, employee satisfaction directly influences job performance and organizational success. Satisfied employees are more productive, loyal, and provide higher service levels (London Premier, 2023). Effective leadership plays a crucial role in shaping employee satisfaction and performance (Ghrai, 2024). However, authoritarian leadership styles often lead to decreased morale and higher turnover rates (Andreev, 2024).

The Path-Goal Theory (PGT) identifies four management styles—Directive, Supportive, Participative, and Achievement-Oriented—that leaders can adapt based on employee needs and situational demands (Northouse, 2021; Mulder, 2023). Research suggests that participative and achievement-oriented styles are more effective in promoting job satisfaction and performance (Rana, K'Aol, & Kirubi, 2019; Pacadaljen, 2021). However, most studies have been conducted in non-hospitality settings, leaving a gap in understanding which management style works best in hotel environments.

Domestically, the Philippine hospitality industry faces challenges such as high turnover, long working hours, and demanding customer expectations, making employee satisfaction difficult to achieve (Heimerl et al., 2020). Filipino hotel employees report higher satisfaction when leaders provide clear directions, emotional support, and challenging goals (Pacadaljen, 2021; Ortega, 2024). The Bayleaf Hotel Cavite, a renowned establishment, experiences similar pressures in maintaining employee satisfaction and performance.

Research Questions

This study aimed to determine the effects of different management styles on the satisfaction and job performance of hotel personnel. Specifically, it sought to answer:

1. What is the demographic profile of the respondents in terms of age, sex, department, and years in service?
2. How do the different management styles (Supportive, Directive, Participative, and Achievement-Oriented) influence employee satisfaction and job performance at The Bayleaf Hotel?
3. Which management style under the Path-Goal Theory has the most significant impact on core job characteristics (Autonomy, Feedback, Skill Variety, Task Significance, Task Identity)?

Scope and Delimitation of the Study

The primary purpose of this research is to thoroughly scrutinize the influence of management styles on the job performance and employee satisfaction of staff at The Bayleaf Hotel Cavite. Adopting a quantitative method, data was collected using survey questionnaires. The study is delimited to four specific management styles: Supportive, Directive, Participative, and Achievement-Oriented. The research exclusively involves Bayleaf Hotel employees, which limits the generalizability of the results to other industries or hotel chains.

Literature Review

Management Styles

The organizational management style does have an impact on job performance and job satisfaction among employees. The presence of such a relationship reflects the leader's significance in determining various work environment outcomes. Among the prominent theory models in this direction is the Path-Goal Theory of Leadership. This theory suggests that leaders should change their strategy and behavior to deal with employees' specific needs and workplace situations. Successful leaders also focus on defining and specifying the outcomes that their team members are destined to achieve. By carefully adjusting their management styles—either using directive, supportive, participative, or achievement-oriented—executives can successfully manage their employees' different motivations and issues (Pacia & Guevarra, 2023). Recent research from emerging markets provides strong empirical support for the Path-Goal Theory's cross-cultural applicability. A study conducted in Kenya's star-rated hotels found that transformational, transactional, and autocratic leadership styles had a significant positive effect on job satisfaction, explaining approximately 57.2% of the variation in employee job satisfaction. The study specifically recommends that hospitality establishment managers apply transformational and transactional leadership styles in day-to-day operations to positively influence job satisfaction, which is critical for increased productivity and organizational profitability (Mungai, 2024). From an Asian perspective, a 2024 study applying the Path-Goal Theory to 360 hotel employees in mainland China found that moral leadership positively influences employee innovative behavior. The research further demonstrated that self-efficacy and normative commitment serve as key mediating mechanisms in this relationship, enriching the application of Path-Goal Theory specifically within hotel research contexts (Li, 2024).

Four Management Styles

The supportive management style emphasizes creating a friendly and supportive environment for employees, hence is cautious about their well-being and interactional relationships. Managers with such a style focus on making employees feel valued, listened to, and motivated by addressing their emotional and social needs. Directive management is essentially command-and-control management wherein the manager sets guidelines and expectations for the team, elaborating on instructions and supervising intensely to ensure correctness and efficiency. The participative management style actively encourages suggestions and feedback from employees before reaching a decision, creating a collaborative work environment. Finally, achievement-oriented management focuses on setting challenging goals and encouraging employees to achieve high levels of performance, which is highly effective in dynamic or competitive settings (Saleem et al., 2020; Fabac, Kokot, & Bubalo, 2022). In the hospitality industry, perceived supervisor support has been shown to significantly and positively influence job performance. A 2025 study conducted in the Vietnamese hospitality industry found that **job** satisfaction and organizational commitment serve as key mediators in the relationship between supportive supervision and employee performance, with data collected from 322 valid responses analyzed using PLS-SEM (ScienceDirect, 2025).

Job Characteristics

The Job Characteristics Model (JCM) was introduced by Hackman and Oldham and remains a foundational framework for job analysis and job design research, designed to identify key factors in employee

engagement, job motivation, and satisfaction. A study by Raihan (2020) shows that implementing JCM can maximize efficiency and effectiveness as it positively impacts employee motivation. The model identifies five key job characteristics: skill variety, task identity, task significance, autonomy, and feedback. Skill Variety refers to the various activities needed to execute a job. Task Identity is the extent to which a job demands completion of a whole piece of work. Task Significance refers to whether a task is influential on an employee and their organization. Autonomy is the freedom given to employees to work on tasks independently, and Feedback is the evaluation employees receive regarding their work output (Kamani, 2020; Vreede, 2024). Contemporary research continues to validate the Job Characteristics Model in hospitality settings. A cross-cultural comparative study between hotel employees in Korea and the United States found that job characteristics significantly affect job stress and job satisfaction, though the specific dimensions vary by cultural context. In the American sample, task identity, task significance, and autonomy affected job stress, while in the Korean sample, only task identity was significant. For job satisfaction, skill variety and autonomy were significant in the American sample, whereas skill variety and feedback were significant in Korea (Park & Kim, 2005). More recently, a 2023 study of 313 frontline hospitality employees in China demonstrated that skill variety (as compared to task variety) was more strongly associated with thriving at work, which subsequently enhanced employee creativity, with managerial coaching serving as a significant boundary condition (Humanities and Social Sciences Communications, 2023). A comparative analysis of job satisfaction measurement models published in 2024 confirmed that the Job Characteristics Model remains highly relevant, identifying crucial characteristics that influence job satisfaction while emphasizing psychological states as mediating mechanisms (Bayad & Touri, 2024).

Employee Satisfaction and Job Performance

Employees are one of the key components essential to a company's success. The interaction between employees and guests is what makes the hospitality industry thrive. Employee satisfaction is crucial as it directly impacts guest experiences, effective operations, brand image, and overall business performance. Dzimbri and Molefi (2021) defined employee satisfaction as the total of emotions, feelings, views, and beliefs that people hold about their present jobs. An employee who performs effectively and efficiently is crucial in giving exceptional service to guests. Job performance refers to the effectiveness with which an employee carries out their work duties and responsibilities. Aeknarajindawat and Jermstittiparsert (2020) defined job performance as an individual's productivity compared to other employees on a variety of job-related behaviors and results. Research conducted by Dousin et al. (2019) found that supportive supervision can influence job satisfaction and performance. Furthermore, Gao et al. (2020) argue that when leaders provide benefits and empowerment, it increases employees' responsiveness by coordinating their behavior and performance to the preference of the supervisor. Recent industry data highlights the urgency of addressing employee satisfaction in hospitality. The UK's Largest Hospitality Salary Survey 2025, surveying over 500 hospitality workers, reported that overall employee satisfaction is down, with only 74% of employees prepared to recommend a career in hospitality compared to 82% in 2024. The survey also revealed that employees place increasing importance on working with great people and having a supportive management team as key factors in retaining them in their roles (HOSPA, 2025). Additionally, research from the Vietnamese hospitality industry (N=322) demonstrates that perceived supervisor support significantly and positively influences job performance, mediated by increases in organizational commitment and job satisfaction (ScienceDirect, 2025).

Methodology

Research Design

This research employed a quantitative-descriptive design utilizing correlational studies to systematically collect numerical data and identify the strength of relationships between management styles and employee outcomes without manipulating variables. According to McCombes (2023), descriptive research aims to accurately and systematically describe a population, circumstance, or phenomenon. Unlike experimental research, the researcher does not manipulate or alter any variables but observes and measures them. This design is suitable for this research as it allows the researchers to identify the connection between management styles and employee satisfaction and performance.

Sampling Design

A convenience sampling method was applied to select participants. According to Simkus (2023), convenience sampling is a non-probability sampling method where researchers collect data from populations that are easily accessible and within hand's reach. Due to the nature of the hotel industry, where employees maintain busy schedules, this method was most appropriate. Additionally, convenience sampling is simple, inexpensive, and does not require extensive resources, making it suitable for student researchers.

Research Locale

The research was conducted at The Bayleaf Hotel Cavite located in General Trias, Cavite, Philippines. The Bayleaf Hotel is a renowned establishment in the Philippine hospitality industry, recognized for its dedication to service excellence. The hotel was selected as the research locale because it faces challenges in maintaining high levels of employee satisfaction due to the demanding nature of hospitality work and the high-pressure environment typical of the industry.

Research Participants

The participants of this research were the employees of The Bayleaf Hotel Cavite. The Human Resource Manager of the hotel confirmed that the existing workforce comprises 72 employees. Using Raosoft online software, the researchers calculated a sample size of 61 respondents, which the statistician recommended for achieving a 95% confidence level and a 5% margin of error. The demographic profile of the participants included age (18-23, 24-29, 30-35, 36-41, 42 and above), sex (male, female), department (Front Office, Housekeeping, Food and Beverage, Back of the House, Sales and Marketing), and years in service (less than 1 year, 1-3 years, 4-6 years, 7-10 years, more than 10 years).

Research Instrument

A self-constructed, validated survey questionnaire was utilized to collect structured data. The survey was divided into three sections: demographic information (age, sex, department, years in service), management styles questions (Supportive, Directive, Participative, Achievement-Oriented), and job characteristics questions (Autonomy, Feedback, Skill Variety, Task Significance, Task Identity). The questionnaire employed a 4-Point Likert Scale with the following response options: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, and 4 = Strongly Agree. The 4-point scale was deliberately chosen to avoid neutral responses (no "undecided" option), forcing respondents to express a clear positive or negative opinion, which provides more definitive data for analysis. A mean score of 1.00 to 1.75 was interpreted as "Strongly Disagree," 1.76 to 2.50 as "Disagree," 2.51 to 3.25 as "Agree," and 3.26 to 4.00 as "Strongly Agree."

Data Gathering Procedure

Following the acquisition of formal consent from the hotel management, online surveys were distributed to the participants along with an Informed Consent Form (ICF) ensuring confidentiality and voluntary participation. Data collection occurred during March 2025. Participants completed the survey questionnaire online, receiving clear and timely instructions throughout the process. After achieving the target number of 61 participants, the collected data was carefully reviewed, analyzed, and interpreted.

Results and Discussions

Research Question 1: What is the demographic profile of the respondents in terms of age, sex, department, and years in service?

Table 1. Age of the Respondents

Age Group	Frequency (n=61)	Percentage (%)
18 – 23	15	25.4%
24 – 29	34	55.6%
30 – 35	8	12.7%
36 – 41	2	3.2%
42 and above	2	3.2%

The demographic data reveals that the majority of the respondents (55.6%) fall under the age group of 24–29 years old. This indicates that The Bayleaf Hotel possesses a workforce consisting predominantly of career starters and first-time managers. Workers in this stage value learning opportunities, systematic coaching, and merit-based recognition, making organizational practices that facilitate goal clarity critical for triggering motivation, which aligns with the findings of Wang (2022). The second-largest group (25.4%) consists of workers aged 18–23 years old, representing entry-level staff and trainees. Loudon (2022) notes that such workers thrive on directive leadership where expectations are made clear and performance is closely watched. A smaller portion (12.7%) falls under the 30–35 age range, typically occupied by experienced professionals who exhibit higher job maturity and decision-making ability, supporting the observations of Wang & Tsai (2021).

Table 2. Gender of the Respondents

Gender	Frequency (n=61)	Percentage (%)
Female	39	63.5%
Male	22	36.5%

The statistics reveal that 63.5% of the respondents are female and 36.5% are male, which is reflective of a female-preferred workforce within the hospitality sector. As noted by Poquiz et al. (2023), Filipino females are increasingly utilized as frontline service staff due to their perceived emotional intelligence and service orientation. The Social Exchange Theory offers a deeper perspective on this dynamic, suggesting that female workers engage emotional labor into their jobs in anticipation of fairness, acknowledgment, and empowerment as returns (Saputra, 2023).

Table 3. Department of the Respondents

Department	Frequency (n=61)	Percentage (%)
Food and Beverage	31	50.8%
Housekeeping	11	17.5%
Sales and Marketing	9	14.3%
Front Office	7	11.1%
Back of the House	4	6.3%

The departmental breakdown indicates that Food and Beverage have the highest percentage of respondents (50.8%), followed by Housekeeping (17.5%), Sales and Marketing (14.3%), and Front Office (11.1%). Employees in the F&B department usually work under greater stress because of the fast pace of food service turnover, making directive leadership necessary for clarity and orderliness, which must be paired with supportive supervision to manage burnout risk (Agvolumes, 2022). In contrast, housekeeping requires intrinsic motivation and high task significance to mitigate the repetitive nature of the role (Torrossa, 2022). Concurrently, Front Office and Sales operations benefit greatly from participative leadership to foster innovation, quick decision-making, and accountability (Arellano, 2023).

Table 4. Number of Years in Service

Years in Service	Frequency (n=61)	Percentage (%)
Less than 1 year	11	17.5%
1 - 3 years	4	6.3%
4 - 6 years	31	50.8%
7 - 10 years	7	11.1%
More than 10 years	8	14.3%

In terms of years in service, 50.8% of the respondents had 4 to 6 years of service, capturing the fact that the majority of the human resource consists of individuals who already deeply understand hotel operations. This pattern highlights a veteran workforce. Ali et al. (2021) observe that mid-tenured employees judge managerial performance according to fairness, appreciation, and development support, making achievement-oriented and supportive styles highly suitable for this demographic as they seek emotional support alongside career prospects.

Research Question 2: How do the different management styles (Supportive, Directive, Participative, and Achievement-Oriented) influence employee satisfaction and job performance at The Bayleaf Hotel?

Table 5. Overall Mean Ratings of Management Styles

Management Style	Overall Mean Rating	Interpretation
Directive	3.26	Strongly Agree
Achievement-Oriented	3.24	Strongly Agree
Supportive	3.22	Agree / Strongly Agree
Participative	3.21	Agree / Strongly Agree

The statistical data revealed that the Directive Management Style recorded the highest aggregate mean rating (3.26). This shows that managers at The Bayleaf Hotel are precise and clear when giving instructions, and employees respond positively because this structured environment helps them stay on track and perform effectively. As Jenn (2025) states, giving clear and precise instructions fastens the work process as employees do not have to second-guess and are held accountable for their progress. The Achievement-Oriented Management Style also recorded a highly competitive average (3.24). This indicates that when management motivates by setting high expectations and goals, employees feel encouraged to reach ambiguous targets, provide continuous improvement, and take personal accountability. Establishing ambitious objectives sets high standards that followers are expected to meet (Phillips & Gully, 2021), leading to affective commitment and deeper organizational involvement. The Supportive (3.22) and Participative (3.21) Management Styles followed. Respondents agreed that leaders who show concern for well-being and encourage a friendly environment increase job satisfaction. This aligns with Mohammed (2023), who emphasized that supportive leadership minimizes stress in customer-facing roles. Similarly, involving

employees in decision-making under a participative style enhances overall quality by enabling supervisors to gain a comprehensive understanding of issues, thereby aligning personal objectives with organizational goals (Li et al., 2018).

Research Question 3: Which management style under the Path-Goal Theory has the most significant impact on core job characteristics (Autonomy, Feedback, Skill Variety, Task Significance, Task Identity)?

Table 6. Significant Impact of Management Styles on Core Job Characteristics (Multiple Regression Analysis)

Management Style	Impacted Job Characteristics	Statistical Significance (p-value)
Achievement-Oriented	Autonomy	p < 0.001
	Skill Variety	p < 0.001
	Task Identity	p < 0.001
	Task Significance	p = 0.003
Directive	Feedback	p = 0.013
	Task Significance	p = 0.012
Supportive	Feedback	p = 0.043
	None	No significant impact (p > 0.05)
	None	No significant impact (p > 0.05)
Participative	None	No significant impact (p > 0.05)
	None	No significant impact (p > 0.05)

The multiple regression analysis visually confirms that the Achievement-Oriented Management Style had the most profound, sweeping impact across all core job characteristics. It positively impacted Autonomy (p < .001). As Ganesh (2024) mentioned, giving employees freedom and ownership over their work enhances their motivation to strive for excellence and triggers personal growth. Furthermore, it significantly impacted Skill Variety (p < .001) and Task Identity (p < .001). Challenging employees to take on difficult tasks encourages them to hone existing skills and see tasks through to completion, bringing out long-term organizational commitment (Dokony et al., 2020). It also positively influenced Task Significance (p = .003) and Feedback (p = .013) , validating that goal-oriented leaders effectively utilize feedback as a tool for tracking progress and continuous improvement (Indeed Career Guide, 2025). The Directive Management Style showed a significant positive effect specifically on Task Significance (p = .012) and Feedback (p = .043). Clear directives help employees understand the exact importance of their roles within the hotel's fast-paced operational machinery. Tian & Chae (2023) suggest that when employees are explicitly made aware of their task's importance, they devote themselves fully to timely completion. However, the directive style did not significantly impact Autonomy, Skill Variety, or Task Identity (all p > .05). Conversely, both Supportive and Participative Management Styles showed no statistically significant impact on any of the core job characteristics within this specific sample (all p-values > .05). While highly desirable for general morale and creating a friendly environment, these styles proved statistically less effective at directly driving functional, task-oriented job dimensions in the highly structured, execution-focused setting of The Bayleaf Hotel.

Ethical Considerations

The researchers prioritized ethical considerations to uphold the integrity of the research process. Informed consent was secured from all respondents, ensuring they understood the study's purpose and their right to voluntary participation. Confidentiality and anonymity were strictly maintained by storing all collected data in password-protected files and limiting access to only those directly involved in the research. Participants were informed of their right to withdraw from the study at any time without facing any negative consequences. All data collection methods were carried out responsibly to minimize any potential physical, emotional, or psychological risks to the participants.

Conclusion

The study concludes that adopting a progressive and structured leadership style is crucial for creating an effective workforce in the hospitality industry. The Directive and Achievement-Oriented management styles emerged as the most suitable approaches for developing employee satisfaction and performance at The Bayleaf Hotel. While clear directives help maintain operational efficiency and clarity, an achievement-oriented focus empowers employees to stretch their capabilities, driving continuous

improvement and stronger task identity. Conversely, while supportive and participative behaviors are valued for morale, they are less effective at directly driving functional job performance metrics in highly structured, fast-paced hotel environments.

Reccomendations

Based on the findings, the study recommended that hotel management should implement adaptive leadership by utilizing Directive leadership styles during fast-paced operational crises and Achievement-Oriented styles during strategic planning and employee development. In addition, management should perform strategic job redesigns to ensure that employees can clearly visualize how their specific tasks contribute directly to the hotel's overall success, thereby enhancing task identity. Human Resource practitioners should also utilize 360-degree feedback frameworks and bi-annual satisfaction surveys to continuously monitor and adjust leadership behaviors. Furthermore, employees are encouraged to actively seek formal or informal mentorship opportunities to build their capabilities and foster a culture of continuous learning and upward mobility. Lastly, future researchers should expand the scope of this study by including multiple hotel brands and employing longitudinal mixed-method research designs to better capture contextual shifts in employee attitudes over time.

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