

## To wine or dine: Hotel employees' Leadership style (LS), Employee Well-Being (EWB), Quality work-life (QWL) and Organizational Commitment (OC) in the COVID-19 era

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### Abstract

The COVID-19 pandemic is a first-time and continuing crisis for the global tourism industry. This study assessed whether a transformational leadership style is more effective than a transactional leadership style in nurturing employee well-being, quality of work-life and organizational commitment in a selected tourist hotel. Three hundred and ten (310) employees were surveyed in the current study. The study utilized descriptive statistics in the form of means, median, and mode and inferential statistics in T-tests and Partial least squares regression (PLS) to analyze the data.

The results were more inclined to support transformational leadership, which implied that hospitality managers could use a transformational leadership style to enhance employee well-being, quality of work-life and organizational commitment. There was a relationship between transactional and organizational commitment, though it was insignificant with a path coefficient of 0.013 and T-statistics of 0.056. The leadership style on employee well-being, quality of work-life, and organizational commitment concepts were tested in a single organization. Practicing transformational leadership is highly recommended. This study identified the importance of understanding the effect of leadership style on employee well-being, quality of work-life and organizational commitment, reflecting on future research areas.

**Keywords:** COVID-19; organizational commitment; transactional leadership style; transformational leadership style; well-being.

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