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## **A Study to Investigate How Transformational Leadership Relates to Frontline Employees' Behavior in the Hotel Tourism Industry of The Bahamas**

Tyrone G. Sawyer II  
tsawy005@fiu.edu

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FLORIDA INTERNATIONAL UNIVERSITY

Miami, Florida

A STUDY TO INVESTIGATE HOW TRANSFORMATIONAL LEADERSHIP  
RELATES TO FRONTLINE EMPLOYEES' BEHAVIOR IN THE HOTEL TOURISM  
INDUSTRY OF THE BAHAMAS

A dissertation submitted in partial fulfillment of  
the requirements for the degree of  
DOCTOR OF BUSINESS ADMINISTRATION

by

Tyrone Sawyer II

2022

To: Interim Dean William Hardin  
College of Business

This dissertation, written by Tyrone Sawyer II, and entitled A Study to Investigate How Transformational Leadership Relates to Frontline Employees' Behavior in the Hotel Tourism Industry of The Bahamas, having been approved in respect to style and intellectual content, is referred to you for judgment.

We have read this dissertation and recommend that it be approved.

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Paulo Gomes

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Ali Parhizgari

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Yah Chen, Co-Major Professor

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George Marakas, Co-Major Professor

Date of Defense: May 23, 2022

The dissertation of Tyrone Sawyer II is approved.

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Dean William Hardin  
College of Business

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Andrés G. Gil  
Vice President for Research and Economic Development  
and Dean of the University Graduate School

Florida International University, 2022

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## DEDICATION

I would like to dedicate this dissertation to my loving wife, Dr. Jemima Sawyer, and our two children, Tyrone III, and Emily.

## ACKNOWLEDGMENTS

I wish to thank the members of my dissertation committee Dr. Gomes, and Dr. Parhizgari, for their guidance, support, and motivation throughout this highly fulfilling process. I am grateful to Dr. Chen for her consistent commitment to ensure that my dissertation was well researched and developed. She was someone who would respond quickly to an email or join on a zoom call without any notice needed. It was truly appreciated.

Dr. George Marakas, who navigated cohort 2 through this Doctor of Business Administration (DBA) program, is someone who made the entire DBA better. His contributions to theory and methodology building were integral for all cohort 2 members.

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Finally, I would like to acknowledge all members of cohort 2. We started this grueling, but fulfilling program together, and endured the COVID-19 pandemic together. I appreciate you all for your camaraderie and support. It is much appreciated.

ABSTRACT OF THE DISSERTATION

A STUDY TO INVESTIGATE HOW TRANSFORMATIONAL LEADERSHIP  
RELATES TO FRONTLINE EMPLOYEES' BEHAVIOR IN THE HOTEL TOURISM  
INDUSTRY OF THE BAHAMAS

by

Tyrone Sawyer II

Florida International University, 2022

Miami, Florida

Professor George Marakas, Co-Major Professor

Professor Yen Chen, Co-Major Professor

The role of the tourism industry of The Bahamas is important as it is the prevailing industry in this growing country. According to The Bahamas Ministry of Statistics, in 2018 the country had approximately 1.6 million stopover visitors and 5 million cruise visitors that year, which would make it the largest industry in the country by a far margin. Most of the tourists who visit The Bahamas originate from the USA due to its closeness with the country. The Bahamas, which is an archipelago in the Atlantic Ocean is 50 miles southeast of Florida.

Transformational leadership, a theory of leadership developed by Bass and Avolio (1985) focuses on a leader working together with teams to identify change and creating a vision through inspiration. Historically, when managers utilize transformational leadership with frontline employees there can be a specific change in the way the organization operates. The committed members of the organization can prove to be

crucial to the overall success in implementing a leadership style similar to transformational leadership.

Often, the effectiveness of transformational leadership and transactional leadership are compared within organizations. Transactional leadership relies more on a “give and take” understanding, so that employees can focus more on the duties required by the organization and the incentive they will receive for completing the job.

Transformational leadership involves a committed relationship between the leader and his followers. Bernard Bass (1991) identified and wrote about basic elements which underlie transformational leadership: inspiration, individualized consideration, and intellectual stimulation.

This study examines transformational leadership as it relates to frontline employees in the hotel tourism industry of The Bahamas. Many studies have been conducted in regard to transformational leadership in the hotel tourism industry. The application of this study in The Bahamas can have ripple effects on how middle managers in the Caribbean region can motivate their frontline employees.

Keywords: Transformational Leadership, Job Satisfaction, Affective Commitment, Employee Job Performance, Employee Turnover Intentions



## TABLE OF CONTENTS

CHAPTER	PAGE
I. INTRODUCTION .....	1
1.1 Problem Statement .....	4
1.2 General Research Question.....	4
1.3 Specific Research Questions.....	4
II. LITERATURE REVIEW.....	5
2.1 Tourism and The Bahamas .....	5
2.2 Frontline Employees .....	7
2.3 Resource Commitment.....	8
2.4 Transformational Leadership.....	8
2.5 Job Satisfaction .....	10
2.6 Affect Theory.....	12
2.7 Discrepancy Theory .....	13
2.8 Social Exchange Theory .....	13
2.9 Leadership in the Organization.....	14
2.10 The Elements of Transformational Leadership.....	16
Inspirational Motivation.....	16
Individualized Consideration.....	16
Intellectual Stimulation.....	17
Idealized Influence Behavior .....	17
2.11 Affective Commitment .....	17
2.12 Employee Job Performance .....	18
2.13 Employee Turnover Intentions .....	19
III. MODEL AND HYPOTHESIS DEVELOPMENT.....	21
3.1 Research Model .....	21
IV. METHODOLOGY .....	28
4.1 Research Design.....	28
4.2 Instrument Development.....	28
4.3 Pre-Test.....	32
4.4 Data Collection Site and Procedure .....	33
4.5 Pilot Study.....	34
4.6 Revising Study Feedback.....	38
4.7 Main Study.....	38
V. DATA ANALYSIS AND RESULTS.....	41
5.1 Measurement Model .....	41
5.2 Structural Model .....	43

5.3 Comparison of Transformational Leadership Between Frontline Employees and Middle Managers .....	45
VI. DISCUSSION.....	48
6.1 Hypotheses Findings.....	48
6.2 Theoretical & Practical Implications .....	50
VII. CONTRIBUTION, LIMITATIONS AND CONCLUSIONS.....	52
REFERENCES .....	56
APPENDICES .....	71
VITA.....	94

## LIST OF TABLES

TABLE	PAGE
Table A: Construct Definition and Source for Middle Manager .....	29
Table B: Construct Definition and Source for Frontline Employee Survey .....	31
Table C: Pilot Study Frontline Employee and Middle Manager Participants .....	34
Table D: Demographic Characteristics of Pilot Study for Middle Managers .....	35
Table E: Demographic Characteristics of Pilot Study for Frontline Employees .....	36
Table F: Demographic Characteristics of Frontline Employee Survey .....	39
Table G: Reliability and Discriminant Validity of Employee-scale Constructs .....	42
Table H: Confirmatory Factor Analysis for the Frontline Employee Survey.....	42
Table I: Results of Hypothesis Test .....	45
Table J: T-Test for Comparison of the Frontline Employee Survey and Middle Managers Survey on Transformational Leadership .....	46
Table K: Demographic Characteristics of Study for Middle Managers .....	86
Table L: Demographic Characteristics of Study for Frontline Employees.....	87
Table M: Reliability and Discriminant Validity of Employee-scale Constructs .....	90
Table N: Confirmatory Factor Analysis .....	91
Table O: Hypothesis Support.....	92

## LIST OF FIGURES

FIGURE	PAGE
Figure 1: Research Model .....	21
Figure 2: Structural Model for Direct Effects of New Frontline Employee Survey .....	44
Figure 3: Structural Model for Direct Effects of the Variables .....	92

## **I. INTRODUCTION**

The Bahamas is an archipelago in the Atlantic Ocean, 50 miles southeast of Florida. The archipelago consists of more than seven hundred (700) islands and cays in the Atlantic Ocean, and is located north of Cuba, Haiti and the Dominican Republic, and southeast of the state of Florida (Barratt, 2004). Clear warm waters, white and pink sand beaches, along with its close proximity to the USA, make The Bahamas a prime tourist destination. Tourism is the mainstay of the Bahamian economy, accounting for 60% of the gross domestic product (Buchan, 2000).

As the primary growth for the nation's economy, the tourism industry is vital, dynamic and an evolving industry (Bounds, 1978). The tourism infrastructure consists of approximately 1.6 million stopover visitors and 5 million cruise visitors per year, which makes it the largest driver of the economic activity in The Bahamas (Hayes et al., 2015).

Due to the number of resorts and tourism related occupations available, there are several frontline jobs available for the Bahamian workforce. Frontline employees are of central importance for the guest experience in the hospitality industry. It is important to understand the aspects of frontline employees' role that could contribute both to improving work performance and to strengthen the country's competitive advantage (Slåtten, 2015).

The competitiveness of business organizations enables management to look for a competitive advantage to move the firm forward. Competitiveness as it relates to countries is determined by the competition of the firms operating within the nation's boundaries (Papadakis, 1994). The hotel industry of The Bahamas is highly competitive in the Greater Antilles region as it is the biggest sector within the GDP of the country.

Managers who utilize transformational leadership with frontline employees can create an environment where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of the group (Odumeru & Ogbonna, 2013). Transformational leaders are strong in the abilities to adapt to different situations, share a collective consciousness, self-manage, and be inspirational while leading a group of employees (Warrick, 2011).

Since the tourism industry of The Bahamas represents approximately sixty percent of the country's gross domestic product, the workforce utilized in this industry is vital to the country's success. During the late 1960s and early 1970s, the Bahamian government was concerned about the quality of their workforce and felt that citizens with little or no vocational skills would not contribute to the economic growth of the country (Rolle, 1993). Consequently, The Bahamas established institutions like the Bahamas Hotel Training College to train the staff which would enter the tourism industry.

Vocational schools in The Bahamas help prepare future employees such as frontline employees. Frontline employees are the people who answer the phones or help clients in spaces like shops, banks and hospitals for example (Bowen and Schneider, 1985). Vocational schools are not only to organize and produce skilled workers, but also to retrain current workers and update their skills (Rolle, 1993). The tourism industry has a plethora of leadership styles which could be utilized to manage frontline employees.

The academic research gaps for frontline employees in The Bahamas tourism industry targets the type of leadership which will allow the subordinate to operate effectively in his/her role (Rolle, 1993). The theory of social exchange studies the social

behavior in the interaction of a leader and a subordinate. The construct of social exchange theory focuses on the relationship of a subordinate and leader which transcends rewards that are monetary (Emerson & Cook, 1976). The social interaction between the middle manager and subordinate is an investment which can make the frontline employee more productive in his/her position.

The type of leadership strategy used for frontline employees is the focus of this study. Transformational leadership is a theory of leadership where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group (Warrick, 2011). Other types of leadership strategies will also be evaluated to determine the effectiveness on frontline employees; primarily in the housekeeping and grounds keeping department of a major hotel in The Bahamas. The social exchange theory will also be addressed in this study as it relates to the country's economic relationships.

According to The Bahamas' Ministry of Tourism Research and Statistics Department, The Bahamas received 6.62 million foreign air and sea arrivals in 2018. The hotel occupancy of The Bahamas for 2018 was 57.4% (Statistics Tourism Today, 2019). The average number of nights spent in The Bahamas was 6.7 nights. Stopover, cruise and day visitors spent \$3.7 billion in the Bahamian economy during the same year. Every foreign, air and sea visitor spent on average \$558.92 in The Bahamas in 2018. If the hotel occupancy rate could be improved by ten percent (\$163,261.30) due to an increase of Transformational Leadership in the tourism hotel industry, The Bahamas tourism industry could potentially experience an instant growth in revenue of \$91,250,005.80.

## **1.1 Problem Statement**

Companies in the tourism industry of The Bahamas require effective leadership to manage front line employees.

## **1.2 General Research Question**

How does transformational leadership behavior relate to frontline Employees' behavior in the hotel tourism industry in The Bahamas?

## **1.3 Specific Research Questions**

1. How does transformational leadership behavior promote frontline employees' job performance in the hotel tourism industry in The Bahamas?
2. How does transformational leadership behavior reduce frontline employee turnover intentions in the hotel tourism industry in The Bahamas?



## **II. LITERATURE REVIEW**

### **2.1 Tourism and The Bahamas**

The Bahamas is an archipelago with 700 islands and “cays”. The country sustains an estimated population of 350,000 persons, 65% of whom live in the capital, New Providence island, commonly known as Nassau (Palmer, 1994). The New Providence island is 7 miles wide and 21 miles long (Palmer, 1994). Through most of its 300-year history, products such as: cotton, sisal, sponge lobster, vegetables, pineapple, solar salt, timber, and wood pulp have formed the economic base of the country (Bounds, 1978).

Tourism involves the short movement of people to destinations outside the places where they normally live and work. It involves the activities of guests who are referred to as tourists or visitors, during their visit to these destinations and services patronized during their stay. The tourism industry consists of firms that purposely undertake joint coordination of their activities for the purpose of serving the tourists (Aldebert et al., 2011).

The first hotel of The Bahamas was built at Nassau in 1861, the second in 1900, and the third in 1923, a replacement for the 1900 hotel which burned. A fourth hotel was built on Bimini, a small Bahamian island located 50 miles from Fort Lauderdale, Florida, in 1924 and a fifth at Nassau in 1926 (Bounds, 1978). The principal amenities for tourism include: a tropical savanna climate, tropical ocean, attractive beaches, amiable people, proximity to the North American marketplace, an interesting culture and history, and a wide spectrum of hotel and resort facilities (Palmer, 1994).

There are four categories of tourist in The Bahamas: transit, day cruise, overnight and stopover (Hayes et al., 2015). The transit visitor represents the person passing

through on their way to another country but having to enter The Bahamas for immigration purposes. Day visitors represent visitor spending less than 24 hours in The Bahamas. Cruise visitors represent the visitors arriving by cruise ship, and stopover visitors represent guests staying for at least 24 hours and using some form of overnight accommodation (Palmer, 1994).

The Bahamas relies heavily on tourism to generate most of its economic activity. Tourism as an industry not only accounts for about 50% of the Bahamian GDP, but also provides jobs for about half of the country's workforce (Henfield, 2015). The Bahamas attracted 6.3 million visitors in 2015, more than 70% of whom are cruise visitors (Hayes et al., 2015).

The four factors for a successful tourism product are accessibility, amenities, attractions and accommodations (Henfield, 2015). Accessibility measures being able to reach and enter the tourist destination by communication and transportation. Amenities comprises of accommodation, catering, entertainment, transport and communications. Attractions refer to the sites or events such as exhibitions, festivals and sporting events; and accommodations refer to the place in which a tourist stays during the vacation (Hayes et al., 2015).

With tourism in The Bahamas representing such a tremendous portion of the country's GDP and so many persons in the country depending on tourism to make a living, it is important for the industry to continue to make a positive an impact on the country. It is important to note that the type of leadership the organizers of the tourism industry implement can create change, which can encourage tourists to return to The Bahamas.

The Bahamas Ministry of Tourism’s Research and Statistics Department is a government sector that collects and processes data from surveys conducted at various ports of entry such as the airport and cruise ship ports (Statistics, Tourism Today, 2016). Appendix H reports the number of stopover air (by plane) visitors to The Bahamas. In 2019, there were 1,806,952 visitors as compared to 1,632,617 in 2018, representing a 10.7% upward change in more visitors to The Bahamas in one year. Appendix I represents the hotel occupancy & average daily rate (ADR) trends for the year period 1997-2020. In 2019, The Bahamas saw its highest average daily rate of \$250.93 and a hotel occupancy of 62.8%. According to the Research and Statistics Department exit survey data, in 2019, 58.3% of visitors reported that they were very likely to return to The Bahamas and 27.7% reported they would somewhat likely return (Statistics, Tourism Today, 2019).

## **2.2 Frontline Employees**

Frontline employees are the first point of contact for many clients, as they are the persons who interact with the customers initially. They have a strong impact on user experience and influence the public’s perception of the brand they represent (Hartline and Ferrell, 1996). In service organizations, frontline employees present an interesting paradox because evidence has accumulated with alarming regularity to support Hartline and Ferrell’s (1993, p.62) observation that Frontline employees “are typically underpaid, undertrained, overworked and highly stressed”.

The performance of frontline employees uses productivity and quality, which are positively correlated. Frontline employee productivity is assessed by comparing quantifiable output with behavioral standards for both the customer contact (e.g. number

of calls handles) and backroom functions (e.g. completing paperwork) (Bowen and Schneider, 1985). Heskett, Sasser and Schlesinger (1997) note that though there need not be any trade-offs, many managers (and researchers) become fixated on service quality and do not attend to frontline employee productivity, which results in lower service value delivered.

Customer service roles are noted as susceptible to burnout because of the high intensity and frequency of interpersonal contact (Cordes and Dougherty, 1993). These roles exist because the employees are required to interact with multiple role members such as many of the members belong to distinctly different work groups within the organization. Depending on the role members involved, burnout tendencies involving different role members may not be codependent (Bowen and Schneider, 1985).

### **2.3 Resource Commitment**

In order for frontline employees to have an opportunity to make an impact in a positive way for the organization, the use of resource commitment can be productive. Resource commitment is defined as the willingness to provide needed materials and support to achieve the stated goals of the firm (Weeks & Mileski, 2013). There are two types of resource commitments: managerial and financial. The development of tourism in The Bahamas relies upon a combination of intangible and tangible resource commitments. Intangible resource commitments are managerial and temporal in nature while tangible resource commitments are more financial (Daugherty et al., 2001).

### **2.4 Transformational Leadership**

Transformational leadership is a theory of leadership where a leader works with teams to identify needed change, creating a vision to guide the change through

inspiration, and executing the change in tandem with committed members of a group (Warrick, 2011). The term transformational leader was originally developed by James MacGregor Burns (Burns, 1978). Transformational leadership focuses more on transforming organizations by taking leadership skills and setting them on a clear course of action. It describes a process by which leaders bring about significant positive changes in individuals, groups, teams and organizations by using inspiration, vision and the ability to motivate followers to transcend their self-interests for a collective purpose (Avolia, Waldman & Yammarino, 1991).

Bernard Bass was also a pioneer in developing and researching the concept of transformational leadership (Bass, 1985). He described specific behaviors that characterized transformational leaders such as being a model of integrity and fairness, setting clear goals, having high expectations, encouraging people, providing support and recognition, stirring the emotions and passions of people, and getting people to look beyond their own self-interests and reach for higher goals (Bass & Bernard, 1999).

According to Bass (1985), transformational leadership is a culmination of charisma, intellectual stimulation and individualized consideration. Bass also identified several dimensions of transformational leadership including:

- *idealized influence* (Bass originally called this charisma, but later renamed it idealized influence to describe providing a clear vision and mission; instilling pride in what needs to be accomplished; and gaining respect and trust from leading with high moral and ethical standards);

- *inspiration* (communicating high expectations, adding meaning to goals and undertakings, using symbols to focus efforts, expressing important purposes in simple ways, doing things to keep people motivated);
- *intellectual stimulation* (encouraging new and better ways of doing things, fostering creativity, re-examining assumptions, promoting intelligence, rationality and problem solving) and
- *individual consideration* (showing a personal interest in employees and their development (Bass & Bernard, 1991).

Empirical studies have shown transformational leadership is positively associated with improvements in job satisfaction, job performance, employee commitment and trust (Bass, 1985; Hargis et al., 2011). Transformational leadership is a task which is often performed by skilled leaders. Leaders have the ability to raise aspirations, unite people around common goals, and inspire people to excel (Warrick, 2011). When leaders give persons in the organization a vision of what needs to be done and why, the role of the firm's stakeholders crystalizes. Visionary leaders are most effective when they have a passion for what can be accomplished and are committed to elevating the performance and standards of people, groups and organizations (Bass & Bernard 1991).

## **2.5 Job Satisfaction**

Transformational leadership has been shown through empirical studies to positively affect job satisfaction for employees (Bass, 1985). Job satisfaction is a measure of workers' contentedness with their job; whether or not they like the job or individual aspects or facets of jobs, such as nature of work or even supervision (Spector, 1997). Edwin Locke (1969) defines job satisfaction as a pleasurable or positive

emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction can be measured in cognitive, affective and behavioral components, which vary in the extent to which they measure feelings about the job or cognitions about the job (Borman et al., 2003).

Job satisfaction often includes the elements like the relationship between supervisors and subordinates, compensation and the component of work environment, which cannot be understated (McShane, 1984). Assessment of job satisfaction through employee anonymous surveys became commonplace in the 1930s (Koppes, 2014). Through a broader context, job satisfaction can be seen within a range of issues which affect an individual's experience at work and on their quality of life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general ill-being, stress at work, control at work, home-work interface, and working conditions (Borman et al., 2003).

Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set with other jobs (Koppes, 2014). While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences (Moorman, 1993).

## **2.6 Affect Theory**

Edwin Locke's (1969) job satisfaction model also known as affect theory, states satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. In fact, emotion management account for why emotions are often hidden from view in social exchange contexts and, for that matter, other task-oriented, instrumental settings (Kemper, 1978). It analyzes how persons involved with the experience interpret, and respond to their own emotions and feelings produced by successful or unsuccessful exchange efforts; and it aims to explicate a casual process through which the emotions generate order and solidarity at the relational, group, or network level (Frank, 1988).

When a person values a particular facet of a role within the organization, his/her satisfaction is impacted positively when expectations are met, and negatively when expectations are not met, compared to one who does not value the facet of the role within the organization. The affect theory steps off from and extends the "theory of relational cohesion" to focus on the understanding, the development of commitment to exchange relations and, in particular, the effects of repeated exchange among the same persons involved in the process (Lawler and Yoon, 1993). The core idea of affect theory can be expressed as follows (see Lawler and Thye, 1999, pp. 237-38): structural interdependencies among persons who are active in the process produce joint activities that, in turn, generate positive or negative emotions. These emotions are attributed to social units (relationships, networks, groups) under certain conditions, thereby producing stronger individual-to-collective ties; and the strength of those group ties determines collectively oriented behavior, such as providing unilateral benefits, expanding areas of



collaboration, forgiving periodic opportunism, and staying in the relationship despite alternatives.

## **2.7 Discrepancy Theory**

The concept of discrepancy theory is to explain the ultimate source of anxiety and dejection (Higgins, 1999). According to this theory, all individuals will learn what their obligations and responsibilities are for a particular function, and if they fail to fulfill those obligations then they are punished. Over time, these duties and obligations consolidate to form an abstracted set of principles, designated as a self-guide (Higgins, 1987).

Agitation and anxiety are the main responses when an individual fails to achieve their obligation or responsibility. Discrepancy theory explains if achievement of the obligations is obtained then the reward can be praise, approval, or love. These achievements and aspirations also form an abstracted set of principles, referred to as the ideal self-guide (Strauman, 1989). When the individual fails to obtain these rewards, they begin to have feelings of dejection, disappointment, or even depression (Strauman, 1989).

## **2.8 Social Exchange Theory**

Four figures were largely responsible for the social exchange theory: George Homans, John Thibaut, Harold Kelley, and Peter Blau (Cook, Cheshire, & Nakagawa, 2013). The theory of social exchange studies the social behavior in the interaction of a leader and a subordinate. The theory of social exchange involves exchanges between frontline employees and the customers they interact with every day. It also involves actions which can be casually dismissed as simple, but in reality, shape the organizations true character.

Social exchange theory says that if the costs of the relationship are higher than the rewards, such as if a lot of effort or money were put into a relationship and not reciprocated, then the relationship may be terminated or abandoned (Emerson & Cook, 1976). In the hotel industry, there is a vast amount of exchange between frontline employees and the guests of the resort. The values in which the leader instills in the subordinates tie into social exchange theory.

## **2.9 Leadership in The Organization**

There is a tremendous amount of literature centered on the prevalent types of leadership styles exhibited in organizations with frontline employees. For example, authoritative leadership is the type of leadership where tasks are directly and purposefully focused. The supportive leader is characterized as being considerate of subordinates, employs general supervision, takes a more consultative approach to the decision-making process, and is deemed to be more effective in generating subordinates' satisfaction and productivity (Rafferty & Griffin, 2006). Leadership in organizations has a specific focus on types of leadership styles which come down from the organization and matriculate to the managers who enact the core principles of the organization.

Collaborative teams in the organizations have seen a tendency to operate semi autonomously to the core principles of the firm. In order for these teams to exist they should provide definitive tasks and the leadership style would need to be appropriate throughout the stages of the collaborative team. As the team develops, self-managed collaborative teams have proven to be more productive when the style of leadership changes to match the situation and team members' readiness (Gratton & Erickson, 2007). Self-leadership competencies are focused on one's behavior and thoughts to assist in an

individual's goal of being effective within the organization. Those employees with different levels of emotional intelligence determine if they are a perfect fit to use the self-leadership style.

Evidence supports the effectiveness of socioemotional leaders with the possibility that each employee may contribute to his/her satisfaction and productivity with attitudes and behavior which are independent of a supportive leader (Yukl & Becker, 2006). These employees may be high performing, positively oriented employees who do not require a particular type of supportive leadership (Yukl & Becker, 2006). While views have also suggested greater productivity is associated with supportive supervision, other studies reported no difference, and more output is generated when leaders use a task-driven leadership style (Gratton & Erickson, 2007).

Fielder (1967) stated in organizations which decisions are routine to an extent, the environment is such that stable, effective leadership is more likely to take the form of task driven leadership. This can be attributed to the organization's members feeling not as important or organizational members having no wish to participate in the decision-making process. When external threats characterize the organization, a more participative form of leadership would be more effective (Miller et al., 2004). Different situations require various types of leadership styles within the organization. Given the nature of the organization, no one leadership style will be effective at all times, and the personnel being led are important determinants of which leadership style is likely to be most effective (Miller et al., 2004).

## **2.10 The Elements of Transformational Leadership**

Often, the effectiveness of transformational leadership and transactional leadership are compared within organizations. Transactional leadership is a compromise whereas employees feel obligated to the leader in exchange for some reward (Odumeru & Ogbonna, 2013). Meanwhile, transformational leadership involves a dedicated relationship between the leader and his followers. Bernard Bass (1991) identifies key elements which embody transformational leadership: inspiration, individualized consideration, intellectual stimulation and idealized influence behavior.

***Inspirational Motivation.*** Inspirational motivation occurs when a leader is able to inspire confidence and motivate (Bass, 1985). With regards to transformational leadership, the leader has the ability to effectively communicate expectations and a clear vision for the future. Inspirational motivation also requires the leader to administer exceptional communication skills with a sense of authority and precision. Behaviors such as enthusiasm and optimism are also important traits to inspire motivation (Hargis et al., 2011).

***Individualized Consideration.*** The individual members of a group have specific needs and desires. Some individuals are motivated by financial gains while others are motivated by excitement and change. The individualized consideration construct of transformational leadership understands the desires of individual members of the group (Bass, 1985). Individualized consideration involves the leader listening to his or her followers' or employees' needs in order to provide support. That leader also needs to be considerate and empathic to his or her followers' situation. Leaders who show

individualized consideration are usually aware of their followers' talents and help them to develop their skills (Bass, 1985)

***Intellectual Stimulation.*** Transformational leadership prides itself on the value of creativity and autonomy (Hargis et al., 2011). This element of transformational leadership involves the leaders' ability to stimulate its follower's creativity by including them into the decision-making process to identify solutions (Hargis et al., 2011). As the followers try new ways of dealing organizational issues, leaders offer support.

Intellectual stimulation also allows the individuals within the organization to develop through stimulation, creativity and innovation (Bass, 1985).

***Idealized Influence Behavior.*** Idealized influence behavior comprises of behaviors such as charisma that encourage pride in followers for being associated with the leader (Ogola, Sikalieh, & Linge, 2017). When leaders strive to go deeper into the understanding of the followers and makes sacrifices for the group, idealized influence can be realized. Moral reasoning is a concept which can be correlated with idealized influence due to the leader taking into the consideration of the subordinates within the organization.

## **2.11 Affective Commitment**

“Employees' emotional bond to their organization (i.e., their affective commitment) has been considered an important determinant of dedication and loyalty” (Kazira, 2014, p. 15). Employees who are affectively committed to the organization tend to have a sense of belonging which can only increase with the organizations willingness to continuously engage its employees. (Meyer & Allen, 1991).

Concerning antecedents of affective commitment, Meyer and Allen (1997) contended that organizational rewards coincide with work experiences and superior support from the organization due to affective commitment have structural characteristics which individuals commit to the overall organization (Rhoades et al., 2001). In an organization, strong employees (which means employees that have a higher degree of affective commitment) have a tremendous desire to stay with the organization. In most cases the employee wants to stay with the organization because he/she wants to do so.

Organizational commitment refers to a strong alliance to the company. Job satisfaction, which also can align with the potential for organizational commitment, tracks the employee's position to the company. The influence of affective commitment ties into an individual's characteristics which includes education, tenure and age (Meyer & Allen, 1991). This construct has to be analyzed closely within the hotel industry to be clearly defined. The quality of the job and job status assist in the development of the construct of affective commitment, which is intertwined with organizational commitment.

## **2.12 Employee Job Performance**

Job performance can affect the effort of an employee and his or her ability to perform a task (Jones, 2003). The quality of the awareness of the employees of the organization is saturated by the need of a process of continuous improvement for the leaders of the company. It is important to recognize the difference in an employee's culture in order to ensure that job performance is adaptable (Detert, Schroeder, and Mauriel, 2000).

Job performance focuses primarily on the persons in the organization and if he/she performs the job assigned adequately. Academic John P. Campbell details job performance from an individual's perspective, enabling a single person to make a tremendous impact on constructs such organizational performance (Campbell, 1990). The behavior undertaken by an employee in the organization can be geared towards job performance. Outcomes and productivity are constructs which closely relate to job performance but differ in slight aspects. The direction of performance does not necessarily have to tie into an individual's work, but the overall direction the individual receives within the organization (Campbell, Dunnette, Arvey, & Hellervik, 1973). Traits that can be measured in selection programs tend to have a variation which can be measured for managers and allow situational constraints and opportunities (Motowidlo & Kell, 2012).

### **2.13 Employee Turnover Intentions**

“Employee turnover intention is defined as an employee's intention to voluntarily change jobs or companies” (Mehra and Kaushik, 2021, p. 4242). The requirement for a person to leave one's job can be referred to as the intention to leave. Those reasons, which can vary in many different forms, all relay into the construct of employee turnover intentions.

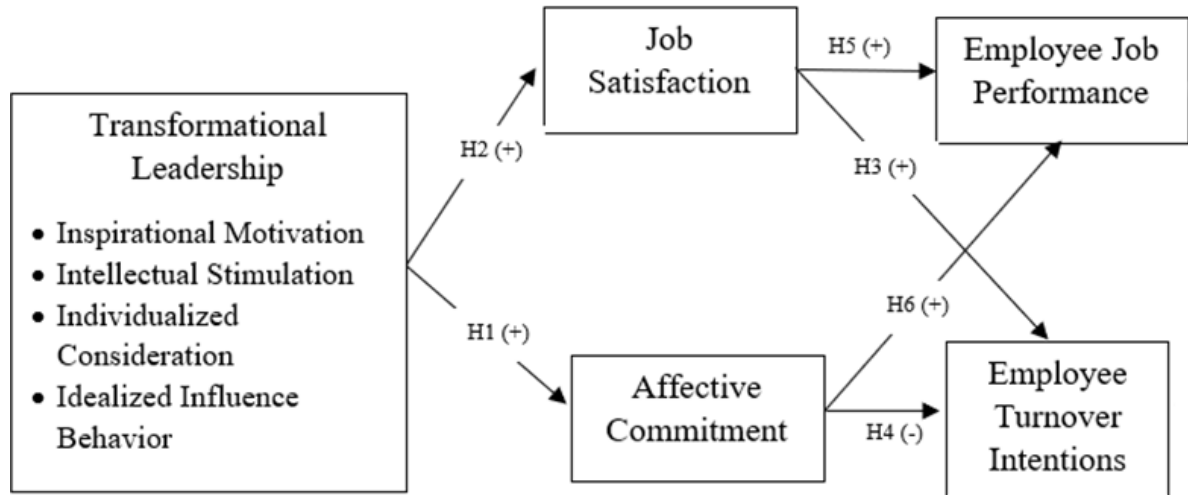
Each company must, at some point, take into consideration the turnover rate of its employees. Human resources, as a construct, can relate to turnover having a negative effect on employee turnover on all the major resources of an organization (Belete, 2018). Shamsuzzoha and Shumon (2013) stated that turnover can be extremely costly for an organization, which can make the organization's focus shift to hiring and retraining staff.

In the world of employee turnover intentions, turnover can be considered voluntary and involuntary. Since turnover is often associated with variables, such as job satisfaction, it is important to distinguish voluntary from involuntary turnover, otherwise the estimation of such a relationship in terms of all leavers will be inaccurate (Perez, 2008). With regards to this study, the researcher's intent is to focus on voluntary turnover, which is when an employee has intentions to leave the organization voluntarily. Voluntary turnover has the unique ability to create cost which can be significant from a direct or indirect perspective within the organization (Staw, 1980).

Influence, which can be considered noncoercive, is how leaders motivate their followers (Griffin & Moorhead, 2014). The leadership style is the set of characteristics in which a leader uses to drive his/her subordinates. Autocratic leaders tend to focus more on the production each employee can provide (Puni, Agyemang, & Asamoah, 2016). Long and Gul et al (2012) created a study which focused on the association of turnover intentions and different leadership styles.



### III. MODEL AND HYPOTHESIS DEVELOPMENT



**Figure 1:** Research Model

Transformational leadership, a term originally developed by Burns (1978), is a theory of leadership where a leader works with teams to identify needed change, create a vision to guide the change through inspiration, and execute the change in tandem with committed members of a group (Warrick, 2011). Transformational leadership focuses more on transforming organizations by taking leadership skills and setting them on a clear course of action. It describes a process by which leaders bring about significant positive changes in individuals, groups, teams and organizations by using inspiration, vision and the ability to motivate followers to transcend their self-interests for a collective purpose (Avolia, Waldman & Yammarino, 1991).

Transformational leadership is integral in the explanation of followers wanting to be led by individuals who want to instill an optimal level of performance in their subordinates (Antonakis, 2012). Transformational leadership is a way in which an

organization can bring creativity to its subordinates. It also develops a culture which can drastically improve the development of all the employees within the organization (Evans, 2001).

Transformational leadership, at its core, is about issues around the processes of transformation and change (Bass & Riggio, 2006). Motivation is a key factor for transformational leadership as the leader aims to get team members to buy into the interests of the group and organization. Leaders who possess elements of transformational leadership tend to have higher levels of commitment from their employees and/or followers (Burns, 1978). Meyer and Allen (1991) allow a definitive look into affective organization commitment through an employee's emotional attachment to an organization. Because transformational leaders are inspirational; they can enhance employees' emotional commitment to the common goal (Bass and Riggio, 2006).

According to Burns (1978) affective commitment is a key component into the base strategy of transformational leadership. The antecedents of affective commitment have been studied by several academics (Allen and Meyer, 1996; Dumdum, Lowe, & Avolio, 2002; Walumbwa, Orwa, Wang, & Lawler, 2005). When indicated as an important antecedent with attachments to the organization, transformational leadership has the potential positive correlation to affective organizational commitment. Transformational leadership has been indicated as an important antecedent of the attachment to the organization (Allen and Meyer, 1996). Hence, we hypothesize:

***H1: Transformational leadership behavior positively relates to employee affective organizational commitment.***

Transformational leadership, which is a construct of leadership that has been heavily researched, has a correlation positively related to employee job satisfaction (Judge & Piccolo, 2004). Transformational leaders have the ability to stimulate their followers' creativity by encouraging a team spirit and providing an optimistic vision of the future. Transformational leadership behavior is effective because it focuses on the subordinates and does not lose sight of their individual concerns. Transformational leaders tend to appreciate their employees as an individual and foster their employees' personal development and thus increase their employees' job satisfaction.

Job satisfaction, as a construct, relates to the employee's level of contentment with his or her job and the elements of supervision (Spector, 1997). Job satisfaction has been shown through empirical studies to be positively affected by transformational leadership (Bass, 1985; Bass and Avolio, 1994; Bryman, 1992; Howell and Frost, 1989; Keller, 1992; Seltzer and Bass, 1990). Erkutlu (2008) also found increased job satisfaction through transformational leadership in the hospitality industry. Given these points, employees who are led by employers who see themselves as transformational leaders tend to be satisfied with their employment.

***H2:** Transformational leadership behavior positively relates to employee job satisfaction.*

Job satisfaction is a construct which has been heavily studied because of its perceived positive influence on employee turnover intention (Javad and Davood, 2012; Jenkins & Thomlinson, 1992; Mobley, 1977). Employee job satisfaction was found to be negatively related to employee turnover intentions (Firth et al, 2004). Whenever there is

a low level of job satisfaction among employees in any organization, they tend to intentionally leave the organization (Balouch & Haasan, 2014).

Employee turnover intentions, a thorny construct which ties into the employee's intention to leave a job, has negative connotations to the employee turnover rate (Randhawa, 2007). Generally, employees who are overall content with the kind of work that they are doing have a lower rate of employee turnover intentions (Reed et al, 1994).

Satisfaction can be grouped into three levels consisting of total, intrinsic and extrinsic (Weiss et al, 1967). The factors which relate to intrinsic satisfaction correlate with the sense of achievement and feedback in which the employee receives. Overall satisfaction for employees as it relates to their job have elements of both intrinsic and extrinsic satisfaction (Ahmad, 2018). Thus, when an employee is dissatisfied with the organization, he/she is dissatisfied with his/her working conditions such as salary, advancement opportunities, and work experiences.

Employee turnover intentions are tied to the immediate response of the conditions created within the organization. When the employee is unsatisfied with the working conditions, he/she starts to search for a better alternative job and intend to leave the organization voluntarily (Ahmad, 2018). In other words, the dissatisfaction an employee has with his or her job is an element of turnover intentions that cannot be ignored for a significant amount of time (Ahmad & Rainyee, 2014). Based on the above reasoning, the researcher hypothesizes:

***H3: Employee job satisfaction negatively relates to employee turnover intentions.***

The emotional bond of an employee to an organization determines the dedication and loyalty of that individual (Rhoades, Eisenberger & Armeli, 2001). A positive

emotional bond in which an employee has to the organization provides a sense of belonging to the organization. Affectively committed employees have an increase in the overall involvement in the development, structure, and performance of the organization (Meyer & Allen, 1991). When a person has a chance to research organizational commitment and job satisfaction, these constructs have a significant influence over turnover intentions (Alexandrov, Babakus and Yavas, 2007; Netemeyer, Burton and Jonston, 1995).

Having a sense of belonging to an organization is a core attribute of an affectively committed employee (Meyer & Allen, 1991). Concerning antecedents of affective commitment, Meyer and Allen (1997) contend that rewards within an organization rather than structural features of the organization show stronger associations with affective commitment (Rhoades et al., 2001). In any organization, an employee with a strong sense of affective commitment has a tremendous desire to remain with the company. In most cases the employee wants to stay with the organization because he/she wants to do so.

Employee turnover intentions, when looked through the hourglass as a sequence of events, commences with an employee's intention to look for another job (Tett and Meyer, 1993). Once an employee has a high sense of employee turnover intentions, most of the attributes which are associated with affective organizational commitment are not being met anymore. This is the reason why employees' who have an affective commitment to an organization also develop a strong desire to stay with the company.

The well-established connection between affective commitment, job satisfaction and turnover intentions, have been thoroughly examined (Alexandrov et al., 2007). The

negative impact of turnover intentions positively relates to organizational commitment (Ganesan and Weitz, 1996; Netemeyer, Burton and Johnston, 1995). Hence, the researcher hypothesizes:

***H4:** Employee affective organizational commitment negatively relates to employee turnover intentions.*

Job satisfaction and employee job performance have been related to each other in the world of industrial psychology (Landy, 1989). Hawthorne studies showed that employee's work performance was correlated to job satisfaction (Roethlisberger & Dickson, 2003). A combination of environmental circumstances can be attributed to an employee making the divisive decision to be satisfied with a job within the organization (Hoppock, 1935).

Happiness, a construct that traditionally has a wide range of measurements, can tie employee job performance to employees performing their tasks more effectively. The employee's job performance has an interesting level of significance on the way they feel about their job. Thus, when employees have feelings of self-efficacy and mastery at their jobs, they may experience a sense of satisfaction which then reflects positively on their job performance (Bandura, 1997). Therefore, there is a direct positive link from employee job satisfaction to employee job performance.

***H5:** Employee job satisfaction positively relates to employee job performance.*

There are three major components of the organizational commitment paradigm as defined by Porter et al., (1974). These three components focus on the organization's agreeableness with the goals set out by management and the employees' desire to be a part of a dynamic commonly known as organizational membership. The research

conducted for this framework points to performance as a predictor of the effort each employee displays (Mowday, Porter and Dubin, 1974).

According to Bartlett (2001), organizational commitment is the focus of positive actions which result in positive behaviors and make the organization an enjoyable place to work (Rose, Kumar & Pak, 2009). The job experience that results in satisfaction for the employee plays a tremendous role on the quality of service he or she provides (Crossman and Abou-Zaki, 2003) and in turn will affect their work performance (Rose et al., 2009).

***H6: Employee affective organizational commitment positively relates to employee job performance.***

## **IV. METHODOLOGY**

### **4.1 Research Design**

The purpose of this study is to expand on the research of transformational leadership on The Bahamas' hotel tourism industry. This study improves upon previous research as there has not been a lot of studies which attempted to find a correlation of transformational leadership on frontline employees in The Bahamas' hotel tourism industry. As such, this study uses the quantitative survey method. A survey is a means of collecting and analyzing responses to questions answered by willing participants (Teddlie & Tashakkori, 2009). Surveys are concerned with the acquisition of the experience of groups who require the need for new information (Leedy & Ormrod, 2005).

### **4.2 Instrument Development**

To ensure face and content validity, the researcher adopted the construct measurement from previous research to develop two survey questionnaires, one for managers and one for frontline employees (Kasim et al. 2015; Northouse 2001; Vinger & Cilliers 2006). The manager survey contains four constructs which fit into the transformational leadership paradigm. Those elements are tied to idealized behavior influence, inspirational motivation, individualized consideration and intellectual stimulation. Items for the four transformational leadership constructs were adopted from previous studies (Kasim et al. 2015; Northouse 2001; Vinger & Cilliers 2006). Table A shows construct definitions and main references for the Middle Manager Survey.



**Table A: Construct Definition and Source for Middle Manager**

<b>Construct</b>	<b>Definition</b>	<b>Source</b>
Idealized Influence Behavior	Idealized Influence Behavior: Leadership that provides a clear vision and mission, instilling pride in what needs to be accomplished, and gaining respect and trust from leading with high moral and ethical standards.	Kasim, N. M., Zakaria, M. N., & Basran, H. (2015). Northouse, P. G. Leadership Theory and Practice 2 <sup>nd</sup> Edition. London: Sage. (2001).
Individualized Consideration	Individualized Consideration: Showing a personal interest in employees and their development.	Kasim, N. M., Zakaria, M. N., & Basran, H. (2015). Vinger, G., & Cilliers, F. (2006).
Inspirational Motivation	Inspirational Motivation: Communicating high expectations, adding meaning to goals and undertakings, using symbols to focus efforts, expressing important purposes in simple ways, doing things to keep people motivated.	Vinger, G., & Cilliers, F. (2006). Kasim, N. M., Zakaria, M. N., & Basran, H. (2015).
Intellectual Stimulation	Intellectual Stimulation: Encouraging new and better ways of doing things, fostering creativity, re-examining assumptions, promoting intelligence, rationality and problem solving.	Vinger, G., & Cilliers, F. (2006). Kasim, N. M., Zakaria, M. N., & Basran, H. (2015).

**Idealized behavior influence (IB)** was measured with four (4) items adopted from Kasim et al., (2015) and Northouse (2001). Those items are: (IB1) I make others feel good to be around me, (IB2) Others have complete faith in me, (IB3) Others are proud to be associated with me, and (IB4) Employees listen to my ideas and concerns not out of fear, but because of my skills, knowledge and personality.

**Individualized consideration (IC)** was measured with four (4) items adopted from Kasim et al., (2015) and Vinger & Cilliers (2006). The items for individualized consideration includes: (IC1) I help others develop herself, (IC2) I let others know how I

think they are doing, (IC3) I give personal attention to others who seem rejected, and (IC4) I make others feel good to be around me.

**Inspirational motivation (IM)** was measured with four (4) items adopted from Kasim et al., (2015) and Vinger & Cilliers (2006). These items are: (IM1) I express with a few simple words what we could or should do, (IM2) I provide appealing images about what we can do, (IM3) I help others find meaning in their work, and (IM4) I call attention to what others can get for what they accomplish.

**Intellectual stimulation (IS)** was measured with four (4) items adopted from Kasim et al., (2015) and Vinger & Cilliers (2006). The items for individualized consideration includes: (IS1) I enable others to think about old problems in new ways, (IS2) I provide others with new ways of looking at puzzling things, (IS3) I get others to rethink ideas that they have never questioned before, and (IS4) I enable others to think about old problems in new ways.

The frontline employees survey consists of the measure of transformational leadership and additional four (4) constructs: affective commitment, job satisfaction, employee turnover intentions, and employee job performance. Items for the four employee satisfaction index constructs were adopted from previous studies (Meyer, et al. 1990; Rego and Cunha 2008). Table B summarizes construct definitions and main references for the four new constructs in the frontline employee survey. The measure of each construct is discussed below.

**Table B: Construct Definition and Source for Frontline Employee Survey**

<b>Construct</b>	<b>Definition</b>	<b>Source</b>
Affective Commitment	Affective Commitment: An individual's psychological attachment to the organization.	Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Rego, A., & e Cunha, M. P. (2008). Ribeiro, N., Yücel, İ., & Gomes, D. (2018). Steers, R. M., Mowday, R. T., & Porter, L. W. (1979).
Job Satisfaction	Job Satisfaction: A measure of workers' contentedness with their job.	Bruck, C. S., Allen, T. D., & Spector, P. E. (2002).
Employee Turnover Intentions	Employee Turnover Intention: An employee's intention to voluntarily change jobs or companies.	Schyns, B., Torka, N. and Gössling, T. (2007).
Employee Job Performance	Employee Job Performance: The work that an employee completes over a period of time.	Choudhary, N., Naqshbandi, M. M., Philip, P. J., & Kumar, R. (2017).

**Affective Commitment (AC)** was measured with five (5) items adopted from Ribeiro, Yücel and Gomes (2018) and Steers, Mowday, and Porter (1979). The items of affective commitment includes: (AC1) I am proud to tell others that I am part of this organization, (AC2) I have a strong affection for this organization, (AC3) I feel like “part of a family” at my organization, (AC4) I would be very happy to spend the rest of my career with this organization, and (AC5) This organization has a great deal of personal meaning to me.

**Job satisfaction (JS)** was measured with five (5) items adopted from Bruck, Allen and Spector (2002). These items are: (JS1) All in all I am satisfied with my job, (JS2) In general, I don't like my job, (JS3) In general, I like working here, (JS4) I feel good about working at this company, and (JS5) I am happy with my pay.

**Employee turnover intentions (ETI)** was measured with six (6) items adopted from Schyns, Torck, and Gössling (2007). The items for individualized consideration includes: (ETI1) I often think of working at a different place, (ETI2) I would rather do another job, (ETI3) I sometimes consider changing jobs, (ETI4) I sometimes consider looking for work outside this company, (ETI5) I intend to change jobs in the next year, and (ETI6) I intend to look for work outside this company next year.

**Employee job performance (EJP)** was measured with seven (7) items adopted from Kasim et al., (2015) and Vinger & Cilliers (2006). The items for individualized consideration include: (EJP1) I adequately complete assigned duties, (EJP2) I fulfill responsibilities specific to the job, (EJP3) I perform tasks that is expected of me, (EJP4) I meet formal performance requirements of the job, (EJP5) I engage in activities that will negatively affect my performance evaluation, (EJP6) I neglect aspects of the job, and (EJP7) I fail to perform essential duties.

Construct items in both surveys are measured on a 7-point Likert scale ranging from 1=strongly disagree to 7=strongly agree. The two surveys also include demographic questions such as gender, age, education, employment department, years of experience and length at current job. The researcher conducted one pre-test and one pilot test to refine the surveys before the main data collection.

### **4.3 Pre-Test**

With the increasing demand for accountability and measurement of change, the retrospective pretest design is considered a convenient and valid method for quantifying self-reporting change (Klatt & Taylor-Powell, 2005). Donald Campbell and Julian Stanley's (1963) view on the pretest analysis was utilized for this study. They outlined

threats which are intertwined with internal validity which can rule out alternative explanations (Klatt & Taylor-Powell, 2005).

A pretest was performed to ensure reliability of the two survey instruments used in this study. The two surveys were distributed to ten (10) members of a Doctor of Business Administration (DBA) program at Florida International University. Those members were familiar with survey research and organization research. The researcher received eight responses for the frontline employee survey and seven responses for the middle manager survey.

The researcher received responses from 80 percent of the persons for the frontline employee survey and 70 percent of the persons for the middle manager survey. The respondents commented on duplicate questions in the middle manager survey. A respondent also mentioned that there were not enough questions in the frontline employee survey to provide ample data to quantify how satisfied frontline employees are in their job. In accordance with the respondent's feedback, the researcher made minor changes in the surveys.

#### **4.4 Data Collection Site and Procedure**

The RIU Hotel & Resorts Nassau/Paradise Island was used for both the pilot and main studies. The RIU hotel was selected due to its geographical location as a hub of tourism in The Bahamas. RIU Hotels & Resorts is a Spanish based hotel chain. Over seventy percent of its establishments offer all-inclusive service. The location on Nassau/Paradise Island, Bahamas, is considered a medium sized hotel in The Bahamas. The location of the resort was optimal for this study as there are many resorts of this size within The Bahamas.

To collect data from frontline employees and middle managers, the researcher contacted the manager of the pool/beaches division directly. The pool/beaches manager was a contact person and facilitator to reach out frontline employees and middle managers to participate in this study. Through the manager, the researcher reached out to frontline employees and middle managers and asked to participate in the survey via email. Those who agreed to participate in the study then completed the online survey via Qualtrics.

#### **4.5 Pilot Study**

The pilot study was conducted at the data collection site with managers and frontline employees. Fifteen (15) managers took the middle manager survey, and twenty-five (25) frontline employees took the frontline employee survey. The response rate for the frontline employees in the pilot study was 83% with 25 of the 30 frontline employees responding. The middle manager survey response rate was 100%. Each of the participants in the study were from the pool department at the RIU Hotel & Resort Nassau/Paradise Island, Bahamas. The researcher conducted both surveys from the pool department to make sure that the data collected contained both employees and their corresponding middle managers. Table C highlights the response rate of participants of the pilot study.

**Table C: Pilot Study Frontline Employee and Middle Manager Participants**

<b>Category of Participants</b>	<b>Number Solicited (N)</b>	<b>Number of Target Participants Response</b>	<b>Response Rate</b>
Frontline Employees	30	25	83%
Middle Managers	15	15	100%
Total	45	39	88%

Using the polit study data, the researcher conducted an initial analysis, including demographic information and a reliability test. Brief results for each test are presented below.

*Demographic characteristics of middle managers.* There were 15 respondents to the middle manager survey. This survey utilized the pool department at the RIU Resort. 53% of the middle managers were male and 47% were female. The education levels for this sample group were 7% graduated high school, 27% had some college, 33% had an associate degree, 27% had a bachelor’s degree and 1% had a post-graduate degree.

Table D is a representation of the demographic characteristics of frontline employees and middle managers at the RIU Resort & Hotel Nassau/Paradise Island.

**Table D: Demographic Characteristics of Pilot Study for Middle Managers (n=15)**

<b>Characteristic</b>	<b>Indicators</b>	<b>N(15)</b>	<b>Proportion (%)</b>
Gender	Male	8	53%
	Female	7	47%
	Nonbinary	0	0%
Age	18-22	0	0%
	23-27	0	0%
	28-32	3	20%
	33-37	4	27%
	38-42	5	33%
	43 & Above	3	20%
Education	12th grade or less	0	0%
	Graduated high school or equivalent	1	7%
	Some college, no degree	4	27%
	Associate degree	5	33%
	Bachelor's degree	4	27%
	Post-graduate degree	1	7%
Employment	Pool/Beach	15	100%
Experience	0-4 Years	0	0%
	5-9 Years	3	20%
	10-14 Years	9	60%
	15-19 Years	1	7%
	20 and above Years	2	13%

Length at Hotel	0-4 Years	2	13%
	5-9 Years	5	33%
	10-14 Years	8	53%
	15-19 Years	0	0%
	20 and above Years	0	0%

*Demographic characteristics of frontline employees.* There were 25 respondents to the frontline employee survey, which was administered to the frontline employees. This survey utilized the pool department at the RIU Resort. 52% of the frontline employees were male and 48% were female. The education selection for the frontline employees was 72% graduated high school or equivalent. 20% of the respondents had some college, no degree, and 8% had an Associate degree. Table E is a representation of the demographic characteristics of frontline employees at the RIU Resort & Hotel Nassau/Paradise Island for this pilot study.

**Table E: Demographic Characteristics of Pilot Study for Frontline Employees(n=25)**

Characteristic	Indicators	N(25)	Proportion (%)
Gender	Male	13	52%
	Female	12	48%
	Nonbinary	0	0%
Age	18-22	4	16%
	23-27	5	20%
	28-32	5	20%
	33-37	5	20%
	38-42	3	12%
	43 & Above	3	12%
Education	12th grade or less	0	0%
	Graduated high school or equivalent	18	72%
	Some college, no degree	5	20%
	Associate degree	2	8%
	Bachelor's degree	0	0%
	Post-graduate degree	0	0%
Employment	Pool/Beach	25	100%
Experience	0-4 Years	4	16%



	5-9 Years	8	32%
	10-14 Years	7	28%
	15-19 Years	2	8%
	20 and above Years	4	16%
Length at Hotel	0-4 Years	9	36%
	5-9 Years	8	32%
	10-14 Years	6	24%
	15-19 Years	2	8%
	20 and above Years	0	0%

***Reliability test and EFA for frontline employee survey in the pilot study.*** The Kaiser-Meyer-Olkin (KMO) uses sampling adequacy to measure the ratio of squared correlation between variables and squared partial correlations (Taherdoost, et al., 2014). A principal axis factor analysis (FA) was conducted on the frontline employee survey which has 19 items with oblique rotation (varimax). The results show some cross loading issues. The results were not a surprise given the small sample size of the pilot study. Moreover, the Kaiser-Meyer-Olkin measure verified the sampling adequacy for the analysis, KMO = .970 ('marvelous' according to Kaiser and Rice, 1974), and all KMO values for individual items were greater than the acceptable limit of .90. The constructs of Affective Commitment (.972), Job Satisfaction (.946), Employee Turnover Intentions (.959) had a Cronbach Alpha >.90, and Employee Job Performance (.811) had a Cronbach Alpha >.80. The results show the reliability of the constructs.

***Reliability test and EFA for middle managers survey in the pilot study.*** A principal axis factor analysis (FA) was conducted on the middle manager survey which has 15 items with oblique rotation (varimax). The constructs of Idealized Influence Behavior (.913), Individualized Consideration (.974), Inspirational Motivation (.935) Intellectual Stimulation (.955) had a Cronbach Alpha >.90.

#### **4.6 Revising Pilot Study Feedback**

The middle manager survey had an item which was repeated in the pilot study. The item “Others have complete faith in me” was utilized twice. The item in the transformational leadership construct of idealized influence behavior was switched for the study to “employees listen to my ideas and concerns not out of fear, but because of my skills, knowledge and personality”. Those errors were corrected.

According to the feedback from participants of the pilot study, four additional items were added to the Frontline Employee Survey to obtain more information on affective commitment and job satisfaction constructs. The items added to the survey in terms of affective commitment were “I would be very happy to spend the rest of my career with this organization” and “this organization has a great deal of personal meaning to me”. Job satisfaction had a few items added to the survey including “I feel good about working at this company” and “I am happy with my pay”.

The researcher combined the frontline employee survey and the middle manager survey utilized in the pilot study for the study. The items were changed in the middle manager survey to be geared towards the frontline employees (e.g. “Others have complete faith in me” converted to “My manager has complete faith in me”).

#### **4.7 Main Study**

The researcher used the same approach as the pilot study and collected data from 102 frontline employees at the survey site. 45% participants ( $n=46$ ) in this study were female, while 55% participants ( $n=56$ ) were male employees. The age of participants varied from 18 years to more than 43 years. Mostly the participants age falls between 33 years to 37 years (29%,  $n= 30$ ), while 25% of the employees ages were between 28 years

to 32 years and 23 years to 27 years. Six employees (6%) had age above 43 years.

Employees were from various departments in the hotel including housekeeping, laundry, kitchen, bar, and security divisions. Most employees had working experience between 10 to 14 years (35%). Nine employees had working experience of 20 or more years.

As far as employees work experience in the current hotel is concerned, forty four percent of the participants had 5 to 9 years work experience. More than two-thirds ( $n = 85$ ) 83% of participants graduated high school, while 11% ( $n=10$ ) employees had some college level qualification. The complete detail of employee’s demographic characteristics is presented in the table below.

**Table F: Demographic Characteristics of Frontline Employee Survey (n=102)**

<b>Characteristic</b>	<b>Indicators</b>	<b>N (102)</b>	<b>Proportion (%)</b>
Gender	Male	56	55%
	Female	46	45%
	Nonbinary	0	0%
Age	18-22	6	6%
	23-27	26	25%
	28-32	25	25%
	33-37	30	29%
	38-42	9	9%
	43 & Above	6	6%
Education	12th grade or less	6	6%
	Graduated high school or equivalent	85	83%
	Some college, no degree	10	11%
	Associate degree	1	1%
	Bachelor's degree	1	1%
	Post-graduate degree	0	0%
Employment	Engineering/Maintenance	22	22%
	Housekeeping	0	0%
	Front Desk	24	24%
	Laundry	0	0%
	Pool/Beach	10	10%
	Kitchen	0	0%
	Restaurant	18	18%

	Bar	16	15%
	Security	12	11%
Experience	0-4 Years	17	17%
	5-9 Years	27	26%
	10-14 Years	36	35%
	15-19 Years	13	13%
	20 and above Years	9	9%
Length at Hotel	0-4 Years	36	35%
	5-9 Years	45	44%
	10-14 Years	16	16%
	15-19 Years	2	2%
	20 and above Years	3	3%

The research also collected data from 28 middle managers based on the middle manager survey. The Demographics of the middle manager were reported in Appendix I.

## **V. DATA ANALYSIS AND RESULTS**

This study utilized the variance-based partial least squares structural equation modeling (PLS-SEM) technique to analyze data. The software package used is SmartPLS. An appropriate reason for the PLS technique to be deployed is to build upon the exploratory theories of the study. The research model includes transformational leadership constructs and its impact on affective commitment, job satisfaction, employee job performance and employee turnover intentions. Both the measurement model and structural model were evaluated in the PLS-SEM analysis.

### **5.1 Measurement Model**

The constructs reliability and validity were first tested. Table G below highlights the Cronbach's alpha values for employee job performance, employee turnover intentions and transformational leadership were greater than .90 and for constructs affective commitment and job satisfaction were above 0.80. All Cronbach's alpha values were greater than the 0.7, which is the cut-off value establishing construct reliability. Additionally, all composite factor reliability (CFR) values were greater than the 0.7 benchmark value and all AVE values were well above the cut-off value of 0.50 (Gefen et al., 2011), further supporting construct reliability.

The inter-construct correlation matrix and the square root of the AVEs were used to evaluate construct discriminant validity per the guidelines of Fornell and Larcker (1981) and Compeau, Higgins, and Huff (1999). The numbers in bold in Table G represent the square root of the AVE. They are greater than the correlations of the

corresponding construct with the other constructs, indicating the discriminant validity of the constructs.

**Table G: Reliability and Discriminant Validity of Employee-scale Constructs**

Constructs	Cronbach's			Inter-Construct Correlation Matrix				
	Alpha	CFR	AVE	1	2	3	4	5
Affective Commitment	0.88	0.926	0.806	<b>0.898</b>				
Employee Job Performance	0.958	0.967	0.855	0.293	<b>0.924</b>			
Employee Turnover Intentions	0.918	0.942	0.803	0.626	0.301	<b>0.896</b>		
Job Satisfaction	0.880	0.913	0.678	0.786	0.36	0.687	<b>0.823</b>	
Transformational Leadership	0.956	0.961	0.675	0.519	0.188	0.754	0.651	<b>0.821</b>

**Note: Bold font values on the diagonal of the correlation matrix are the square root values of AVEs.**

The researcher examined the convergent and discriminant validity of the five first-order latent constructs by completing a confirmatory factor analysis. Table H reports that all of the items were loaded significantly on the corresponding latent variables with all loadings greater than the conventional threshold of 0.70 (McKnight, Choudhury, & Kacmar, 2002), which can suggest construct discriminant and convergent validity.

**Table H: Confirmatory Factor Analysis for the Frontline Employee Survey**

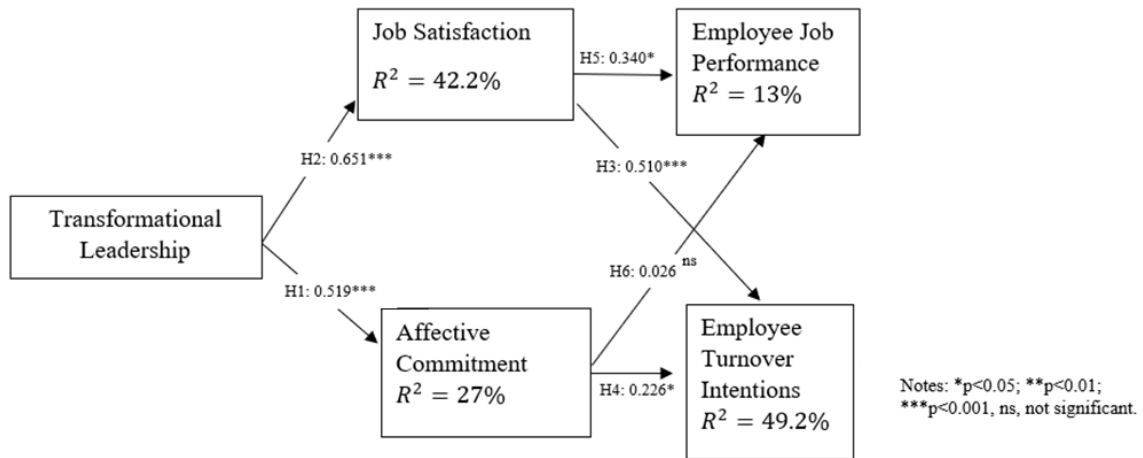
Construct	Item	1	2	3	4	5
Affective Commitment	AC1	<b>0.915</b>	0.334	0.620	0.692	0.508
	AC3	<b>0.891</b>	0.275	0.542	0.728	0.471
	AC5	<b>0.886</b>	0.159	0.512	0.700	0.410
Employee Job Performance	EJP1	0.319	<b>0.925</b>	0.354	0.378	0.213
	EJP2	0.266	<b>0.916</b>	0.271	0.343	0.227
	EJP3	0.274	<b>0.928</b>	0.253	0.330	0.129
	EJP6	0.248	<b>0.939</b>	0.262	0.321	0.159
	EJP7	0.232	<b>0.915</b>	0.231	0.277	0.127
Employee Turnover Intentions	ETI2	0.553	0.277	<b>0.894</b>	0.624	0.659

Transformational Leadership	ETI3	0.515	0.363	<b>0.872</b>	0.588	0.664
	ETI4	0.584	0.267	<b>0.937</b>	0.677	0.708
	ETI5	0.592	0.174	<b>0.880</b>	0.568	0.671
	IC1	0.473	0.176	0.640	0.610	<b>0.778</b>
	IC2	0.515	0.245	0.655	0.543	<b>0.823</b>
	IC3	0.387	0.134	0.638	0.599	<b>0.844</b>
	IC4	0.455	0.161	0.580	0.446	<b>0.773</b>
	IM1	0.390	0.093	0.669	0.556	<b>0.836</b>
	IM2	0.444	0.181	0.590	0.524	<b>0.809</b>
	IM3	0.401	0.089	0.697	0.536	<b>0.877</b>
	IM4	0.482	0.092	0.584	0.529	<b>0.824</b>
	IS1	0.358	0.215	0.603	0.538	<b>0.817</b>
	IS2	0.417	0.121	0.523	0.498	<b>0.811</b>
	IS3	0.342	0.175	0.608	0.473	<b>0.807</b>
Job Satisfaction	IS4	0.422	0.167	0.621	0.532	<b>0.853</b>
	JS1	0.610	0.352	0.591	<b>0.821</b>	0.473
	JS2	0.604	0.271	0.574	<b>0.770</b>	0.488
	JS3	0.672	0.297	0.572	<b>0.888</b>	0.621
	JS4	0.618	0.249	0.562	<b>0.823</b>	0.560
	JS5	0.730	0.313	0.530	<b>0.809</b>	0.531

## 5.2 Structural Model

The structural model was also utilized with the application of SmartPLS. In PLS-SEM, endogenous variables are the dependent variables of the study. The coefficient of determination (R-squared) is an indicator of overall model prediction power. While the standardized beta coefficients and unstandardized beta coefficients show the effect of individual variable on dependent variables. The evaluation of inner model is conducted on the basis of regression analysis. Higher coefficient values indicate that particular variables have more power to predict than other. The R<sup>2</sup> for transformational leadership is significant with  $p < 0.001$ . The top three R<sup>2</sup> values are 49.2%, 42.2%, and 27%

respectively, for employee turnover intentions, job satisfaction, and affective commitment.



**Figure 2:** Structural Model for Direct Effects of the Frontline Employee Survey

There are six hypotheses in this study and the results in general support the proposed research model. **H1** through **H5** were supported with t statistics of 6.487 (p-value < 0.001), 10.205 (p-value < 0.001), 5.683 (p-value < 0.001), 2.379 (p-value < 0.05), and 2.061 (p-value < 0.05), respectively. **H3** (job satisfaction reduces employee turnover intentions) and **H4** (affective commitment reduces employee turnover intentions) were both reverse coded by the researcher. **H2**, which represented transformational leadership’s positive relationship on job satisfaction was the highest with a t statistic of 10.205 (p-value < 0.001). **H6**, which states that affective commitment positively effects employee job performance was not supported with a t statistic of 0.160.



**Table I: Results of Hypothesis Test**

<b>Hypo-thesis</b>	<b>Predictor</b>	<b>Dependent Variable</b>	<b>Coefficient</b>	<b>Standard Deviation</b>	<b>T Statistics</b>	<b>Hypo-thesis Support</b>
H1	Transformational Leadership	Affective Commitment	0.519	0.080	6.487	Supported
H2	Transformational Leadership	Job Satisfaction	0.651	0.064	10.205	Supported
H3	Job Satisfaction	Employee Turnover Intention	0.510	0.090	5.683	Supported
H4	Affective Commitment	Employee Turnover Intention	0.226	0.095	2.379	Supported
H5	Job Satisfaction	Employee Job Performance	0.340	0.165	2.061	Supported
H6	Affective Commitment	Job Performance	0.026	0.160	0.160	Not supported

### **5.3 Comparison of Transformational Leadership between Frontline Employees and Middle Managers**

This study examines transformational leadership perceptions from frontline employees' perspective. Such perceptions may be different from those of middle managers. To verify, the researcher had an opportunity to issue a survey to the middle managers of the same departments of the frontline employees to gauge their level of transformational leadership.

To understand these potential discrepancies, the researcher compared the mean differences between frontline employees and managers leadership style of transformational leadership. Table J shows the mean scores for middle managers (Middle Manager Survey) and frontline employees (Frontline Employee Survey) with regards to the level of transformational leadership in each sub-dimension. A t-test was

applied to the mean scores for the middle manager survey and the frontline employee survey. The t-test can be carried out to compare the means of two independent groups (Kim, 2015).

**Table J: Comparison of Perceptions of Transformational Leadership between the Frontline Employees and Middle Managers**

Leadership Style	Mean Scores Frontline Employees (N=108)	Mean Scores Middle Managers (N=28)	T-Test (P value)
Idealized Influence Behavior (IIB)	5.465	5.794	0.0001
Individualized Consideration (IC)	5.804	5.937	0.0527
Inspirational Motivation (IM)	5.829	5.642	0.0329
Intellectual Stimulation (IS)	5.784	5.651	0.0938

The t-test results show the significant differences in the perceptions of transformational leadership between the frontline employees and middle managers. There was a disparity in the mean for idealized influence behavior for the frontline employees (5.465) and middle managers (5.794). The p-value of this t-test was 0.0001. The constructs of inspirational motivation (0.0329) and individualized consideration (0.0527) were significant at the  $p < 0.05$  level. This t-test analysis proved there was a significant difference between the middle managers and frontline employees on the resort on how they viewed transformational leadership. A post hoc analysis was conducted to further analyze how the middle managers of the resort viewed transformational

leadership and how such views are associated with employees' perceptions. The Post Hoc Analysis is in **Appendix I**.

## **VI. DISCUSSION**

### **6.1 Hypotheses Findings**

The researcher's findings supported transformational leadership's positive effect on affective commitment (H1) for the study, but not post hoc analysis. This point holds true to transformational leadership's increase on affective commitment for the frontline employees and only employees' perceptions on the leadership matter. The finding confirms the literature on affective commitment, as it relates to transformational leadership, reveals a positive relationship between transformational leadership and employee affective commitment. In the tourism sector for the hotel industry of The Bahamas, this positive correlation can enhance the emotional commitment to the common goal frontline employees can feel with affective commitment.

The results also support H2 that transformational leadership has a positive impact on job satisfaction. It was not supported in the post hoc analysis. This means that when the middle managers actually utilized transformational leadership, the frontline employees showed satisfaction with their jobs. The results of this study have shown a positive relationship between job satisfaction and transformational leadership. In the tourism hotel industry if frontline employees have a higher degree of job satisfaction, the persons they engage with on a daily basis will feel the positive impact of positive boost in contentment of their jobs.

Another interesting finding was that job satisfaction reduces employee turnover intentions (H3). In the study this hypothesis was supported, as well as in the post hoc study. Job satisfaction has historically been related to the reduction of employee turnover intentions and the study indicates this to be the case within this resort. This hypothesis is

crucial to the success of any tourism-based industry as corporations should be motivated to keep employee turnover intentions down to the minimum. What hurts about employee turnover intention is the job dissatisfaction with working conditions, which influence an employee's intention to seek another job. If an employee is actively seeking another job or constantly thinking about leaving his/her current position, it is difficult to effectively fulfill the requirements of the current job.

The researcher's findings found that affective commitment also reduces employee turnover intentions (H4) for the study as well as the post hoc study. This shows that when the frontline employees have a higher level of affective commitment to the company, the employee turnover intentions are reduced, meaning frontline employees would want to leave the organization less. This was compelling for the resort which was used in the study because employees who are affectively committed have stronger sense of belonging which sometimes can increase their involvement with the organization. Employee turnover intention is a compelling construct when it is associated with frontline employees in The Bahamas hotel tourist industry. The reduction of employee turnover intention, which can include frontline employees having a strong desire to want to leave their job, only benefits the hotel and the tourism industry.

Based on the research of this study, job satisfaction positively impacts employee job performance (H5). Indicators related to frontline employees' behavior toward job satisfaction and job performance were positively correlated. This was supported in the study, but not the post hoc study. Job performance for frontline employees in The Bahamas can create a sense of job satisfaction when employees are given adequate direction in their specific positions. Traditionally, these two constructs have been

positively linked. In The Bahamas hotel tourism industry, job satisfaction (positively correlating with employee job performance) increases the way frontline employees feel about their jobs. If the frontline employees job performance increases, the persons and customers of the hotel (who they meet on a daily basis) feel it as well.

The hypothesis that affective commitment positively impacts employee job performance (H6) was not supported for the study and the post hoc analysis. The quality of the service provided by frontline employees could be affected if there is a low level of employee job performance. Previous research is contrary to the findings of this hypothesis. Affective commitment has been heavily studied to positively impact employee job performance. A reason for this hypothesis not being supported in this research study could correlate to the employee's interpretation of employee job performance within the organization.

Job satisfaction negatively relates to employee job performance and affective commitment negatively related to employee job performance. Each of them involved the construct of employee job performance. The level of employee job performance exhibited by frontline employees is crucial to the success of the organization due to the frontline employee being one of the first persons interact with the customer. Employee job performance is a construct which can be statistically measured and also easily noticed by a discerning customer of the hotel. It is rather simple to deduce if a frontline employee is unhappy in the current work environment.

## **6.2 Theoretical & Practical Implications**

The implications of a study of this magnitude will be useful to further develop theories and implications which can add managerial value to the constructs of affective

commitment, job satisfaction, employee job performance, and employee turnover intentions. This study can be regarded as one of the first to examine transformational leadership and how it promotes job satisfaction for frontline employees in the tourism industry in The Bahamas. Previous studies have shown manufacturing organizations, such as the electronics industry, have focused much on developing their transformational leadership so as to enhance creativity (Chen & Chang, 2013). This study will not only contribute to the hotel tourism industry in The Bahamas, but it would have a tremendous impact on the tourism industry, which is the largest industry in the country.

This study presented an interesting perspective for stakeholders in The Bahamas hotel tourism industry as there were different surveys conducted among frontline employees and middle managers. The Frontline Employee Survey was collected from frontline employees of the RIU resort. The Middle Manager Survey was collected from the middle managers in the exact same departments as the frontline employees of the RIU resort. The Frontline Employee Survey was administered to frontline employees to gauge their perception of their manager's level of transformational leadership within the organization.

The findings of this study have the potential to add to the vast literature of both job satisfaction and transformational leadership. The study proposes the already empirical studied relationship between the constructs of affective commitment, job satisfaction, employee job performance, employee turnover intentions, and transformational leadership. The additional element of frontline employees in the hotel tourism industry of The Bahamas brings an important element of how persons look at tourism in the Caribbean region. The discrepancy theory, points to the frontline

employees learning that if they fail to achieve a goal, they will understand the consequences.

This study provides crucial suggestions for managers working for hotels in The Bahamas. Using transformational leadership would require a high level of resource commitment for managers of the organization. Touristic hotel management can play an important role in developing friendly service behavior by adopting transformational leadership in its organization's identity. They can develop a culture which promotes transformational leadership through use of higher resource commitment and bring change in the thought process of the organization.

Even though transformational leadership, which was the leadership style explored in this study was proven by the frontline employees in the post hoc study, there are some elements of leadership which can be explored. The construct of transformational leadership has historically been proven to increase the other constructs (employee job performance, affective commitment, job satisfaction, and employee turnover intention) utilized in this study from a historical perspective. Increasing the implementation of transformational leadership could positively increase the other constructs measured and effectively make the organization operate considerably more efficient.



## **VII. CONTRIBUTIONS, LIMITATIONS, AND CONCLUSION**

This study gave the researcher tremendous insight into the type of leadership which is utilized by a middle-sized operated resort on Nassau/Paradise Island, Bahamas. The importance of the tourism industry to The Bahamas, which represents approximately 60% of the country's GDP, could be effectively studied where a breakthrough can be achieved. The possibility of increasing the usage of the transformational leadership style can potentially give the country of The Bahamas a competitive advantage in the tourism industry within the region and therefore make the industry even more profitable.

The Multifactor Leadership (MLQ) 5X-Short Rater form consists of 45 descriptive items designed to capture a participant's perceptions of his or her leadership style (Hannah & Avolio, 2013). The multifactor leadership questionnaire is a tool to evaluate the type of leadership style the managers of the organization are utilizing. Summing the items and dividing the number of items which make up each leadership style's subscale measured the total score of each rater generated form (Hannah & Avolio, 2013).

The use of the multifactor leadership questionnaire is a contribution to this study which could have penetrated deeply the depth of transformational leadership which is being utilized by the middle managers of this mid-sized resort. There were also additional leadership styles which could have been studied like transactional leadership and passive/avoidant leadership.

A limitation of this research was that the study was only conducted at one resort in one island in The Bahamas. There are many other resorts in other islands which may have different leadership styles. Caution should be taken when generalizing the research

findings. Also, there is a further need to conduct studies in other sectors which also contribute heavily to the economy of The Bahamas such as the banking and fishing industry. Environment performance would be easier to establish in future studies through the use of a longitudinal study where the length of the study could uncover potential cultural attributes.

Oversampling and self-selectivity was a potential limitation for the middle manager survey. When COVID-19 presented itself in the tourism industry, managers became unavailable due to the rising numbers of meetings because of the hotel's limited opening. Oversampling may have been diminished with the managers pulling out of participation in the questionnaire with the hotel operations being compromised.

For this research study, the middle manager survey was created which had similarities to the Multifactor Leadership Questionnaire, created by Avolio and Bass (1990). It was created to identify leadership styles that appear in the tourism industry in The Bahamas. Some of those leadership styles, which differ from transformational leadership, are authoritative leadership and laissez-faire leadership. Due to COVID-19, the results of the middle manager survey was limited to the middle managers operating within the resort at the time. The RIU resort and other major hotels like Atlantis and BahaMar suffered closures due to COVID-19. According to Jefferey Beckles, Chairman of The Bahamas Chamber of Commerce and Employers Confederation (BCCEC), "The economy has taken a devastating shock. When the hotels and cruise lines return, they are going to return to an environment where we need to get our legs underneath us. The Bahamas needs to manage its expectations because it's going to take some time to get our volume built up" (McKenzie, 2020, p.1).

The Bahamas' major industry is the tourism sector. The global economy can shift within an instant, a keen example being the fallout from COVID-19 on each economy worldwide. In March 2020, The Bahamas closed all its hotels and cancelled most flights due to the spread of coronavirus, COVID-19 (McKenzie, 2020). With tourism being the primary industry of the country, it is imperative for it to operate at an optimal level.

Tourism is a dynamic industry, and the role of leadership must be taken into consideration with a contextual vision towards ensuring frontline employees are satisfied. Realizing the organizational needs of the frontline employees and developing initiatives can improve profitability and productivity of the tourism sector. Middle managers should participate in employee performance reviews to give feedback on a regular basis to frontline employees.

Leaders within the tourism industry who manage frontline employees should apply the leadership style which fits within the ethos of the organization's objectives. The productivity of the frontline employees will mostly increase when middle managers take the time to identify and understand motivators.

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## Appendix A

### Middle Manager Leadership Questionnaire

This questionnaire comprises several questions to measure how satisfied you are at your job under each of the 4 categories. On this survey, a 7-point Likert scale is used, ranging from strongly disagree to strongly agree. Please answer all items on this answer sheet.

#### Idealized Influence Behavior (IIB)

- IIB1 I make others feel good to be around me.
- IIB2 Others have complete faith in me.
- IIB3 Others are proud to be associated with me.
- IIB4 Employees listen to my ideas and concerns not out of fear, but because of my skills, knowledge and personality.

#### Individualized Consideration (IC)

- IC1 I help others develop themselves.
- IC2 I let others know how I think they are doing.
- IC3 I give personal attention to others who seem rejected.
- IC4 I make others feel good about their environment when around me.

#### Inspirational Motivation (IM)

- IM1 I express with a few simple words what we could and should do.
- IM2 I provide appealing images about what we can do.
- IM3 I help others find meaning in their work.
- IM4 I call attention to what others can get for what they accomplish.

#### Intellectual Stimulation (IS)

- IS1 I enable others to think about old problems in new ways.
- IS2 I provide others with new ways of looking at puzzling things.
- IS3 I get others to rethink ideas that they had never questioned before.
- IS4 I enable others to think about old problems in new ways.

Gender

Male

Female

Age

18-22

23-27

28-32

33-37

38-42

43 & Above

---

Years of Work Experience

0-4 Years

5-9 Years

10-14 Years

15-19 Years

20 and above Years

Years of Employment at Hotel

0-4 Years

5-9 Years

10-14 Years

15-19 Years

20 and above Years

Education (highest level completed)

12th grade or less

Graduated high school or equivalent

Some college, no degree

Associate degree/Bachelor's degree

Post-graduate degree

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## Appendix B

### Frontline Employee Survey

On this survey, a 7-point Likert scale is used, ranging from strongly disagree to strongly agree. Please answer all items on this answer sheet.

#### Affective Commitment (AC)

- AC1 I am proud to tell others that I am part of this organization.
- AC2 I have a strong affection for this organization.
- AC3 I feel like "part of the family" at my organization.
- AC4 I would be very happy to spend the rest of my career with this organization.
- AC5 This organization has a great deal of personal meaning to me.

#### Job Satisfaction (JS)

- JS1 All in all I am satisfied with my job.
- JS2 In general, I don't like my job.
- JS3 In general, I like working here.
- JS4 I feel good about working at this company.
- JS5 My wages are good.

#### Employee Turnover Intentions (ETI)

- ETI1 I often think of working at a different place.
- ETI2 I would rather do another job.
- ETI3 I sometimes consider changing jobs.
- ETI4 I sometimes consider looking for work outside this company.
- ETI5 I intend to change jobs in the next year.
- ETI6 I intend to look for work outside this company next year.

#### Employee Job Performance (EJP)

- EJP1 I adequately complete assigned duties.
- EJP2 I fulfill responsibilities specific to the job description.

- EJP3 I perform tasks that are expected of me.
- EJP4 I meet formal performance requirements of the job.
- EJP5 I engage in activities that will negatively affect my performance evaluation.
- EJP6 I neglect aspects of the job that I am obligated to perform.
- EJP7 I fail to perform essential duties.

Age

- 18-22  
23-27  
28-32  
33-37  
38-42  
43 & Above
- 

Department

- Engineering/Maintenance  
Housekeeping  
Front Desk  
Laundry  
Pool/Beach  
Kitchen  
Restaurant  
Bar  
Security
- 

Years of Work Experience

- 0-4 Years  
5-9 Years  
10-14 Years  
15-19 Years  
20 and above Years

Years of Employment at Hotel

- 0-4 Years  
5-9 Years

10-14 Years  
15-19 Years  
20 and above Years

Education (highest level completed)

12th grade or less  
Graduated high school or equivalent  
Some college, no degree  
Associate degree  
Bachelor's degree  
Post-graduate degree

---

Strongly Disagree

Strongly Agree

## Appendix C

### Frontline Employee Leadership Questionnaire

This questionnaire comprises several questions to measure how satisfied you are at your job under each of the 5 categories. On this survey, a 7-point Likert scale is used, ranging from strongly disagree to strongly agree. Please answer all items on this answer sheet.

#### Idealized Influence Behavior (IIB)

- IIB1 My manager makes others feel good to be around him/her.
- IIB2 I have complete faith in my manager.
- IIB3 I am proud to be associated with my manager.
- IIB4 I listen to my manager's ideas and concerns not out of fear, but because of his/her skills, knowledge and personality.

#### Individualized Consideration (IC)

- IC1 My manager helps me develop myself.
- IC2 My manager lets me know how he/she thinks I am doing.
- IC3 My manager gives personal attention to others who seem rejected.
- IC4 My manager talks about his/her most important values and beliefs.

#### Inspirational Motivation (IM)

- IM1 My manager expresses with a few simple words what we could and should do.
- IM2 My manager provides appealing images about what we can do.
- IM3 My manager helps others find meaning in their work.
- IM4 My manager calls attention to what others can get for what they accomplish.

#### Intellectual Stimulation (IS)

- IS1 My manager enables others to think about old problems in new ways.
- IS2 My manager provides others with new ways of looking at puzzling things.
- IS3 My manager gets others to rethink ideas that they had never questioned before.



IS4 My manager enables others to think about old problems in new ways.

#### Affective Commitment (AC)

- AC1 I am proud to tell others that I am part of this organization.
- AC2 I have a strong affection for this organization.
- AC3 I “feel like part of the family” at my organization.
- AC4 I would be very happy to spend the rest of my career with this organization.
- AC5 This organization has a great deal of personal meaning to me.

#### Job Satisfaction (JS)

- JS1 All in all I am satisfied with my job.
- JS2 In gene'al, I don't like my job.
- JS3 In general, I like working here.
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- JS5 My wages are good.

#### Employee Turnover Intentions (ETI)

- ETI1 I often think of working at a different place.
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- ETI4 I sometimes consider looking for work outside this company.
- ETI5 I intend to change jobs in the next year.
- ETI6 I intend to look for work outside this company next year.

#### Employee Job Performance (EJP)

- EJP1 I adequately complete assigned duties.
- EJP2 I fulfill responsibilities specific to the job description.
- EJP3 I perform tasks that are expected of me.
- EJP4 I meet formal performance requirements of the job.

EJP5 I engage in activities that will negatively affect my performance evaluation.

EJP6 I neglect aspects of the job that I am obligated to perform.

EJP7 I fail to perform essential duties.

Age

18-22

23-27

28-32

33-37

38-42

43 & Above

---

Department

Engineering/Maintenance

Housekeeping

Front Desk

Laundry

Pool/Beach

Kitchen

Restaurant

Bar

Security

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Years of Work Experience

0-4 Years

5-9 Years

10-14 Years

15-19 Years

20 and above Years

Years of Employment at Hotel

0-4 Years

5-9 Years

10-14 Years

15-19 Years

20 and above Years

Education (highest level completed)

12th grade or less

Graduated high school or equivalent

Some college, no degree

Associate degree Bachelor's degree

Post-graduate degree

---

## Appendix D

Tyrone Sawyer  
4514 Chamblee Dunwoody Road #175  
Atlanta, Georgia 30338

Ms. Keva Carey  
Housekeeping Manager  
RIU Resort  
Paradise Island, Bahamas

Dear Ms. Carey,

My name is Tyrone Sawyer, and I am a first year Doctor of Business Administration (DBA) student at Florida International University.

This letter is to request permission to conduct research at your hotel to measure transformational leadership geared towards frontline employees.

Thank you for your consideration and I look forward to speaking with you soon.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tyrone Sawyer', with a stylized, cursive script.

Tyrone Sawyer  
Doctoral Business Administration Student  
Florida International University  
(242) 815-0364

**Appendix E**

Tyrone Sawyer II  
5942 NW 91 Street  
Kansas City, MO 64154

Ms. Georgina Delancy  
Director of Research & Statistics  
Bahamas Ministry of Tourism  
P.O. Box N-3701  
Nassau, The Bahamas

**Re: Approval to reprint statistics in dissertation**

Dear Ms. Georgina Delancy:

I am completing a dissertation at Florida International University entitled, “A Study to Investigate How Transformational Leadership Relates To Frontline Employees’ Behavior In The Hotel Tourism Industry Of The Bahamas”. I would like your permission to reprint in my dissertation the following figures:

- Total Tourism Stopover Figures – the Department of Statistics Bahamas
- Yearly Percentage Change in Stopover Arrivals 2016-2017 – the Department of Statistics
- Hotel Occupancy Rates Nassau/Paradise Island – the Department of Statistics

The requested permission extends to any future revisions and editions of the dissertation. These rights will in no way restrict republication of the material in any other form by you or by others authorized by you. By signing this letter will also confirm that the Bahamas Department of Statistics owns the copyright of the above described material.  
Sincerely,

---

PERMISSION GRANTED FOR THE  
USE REQUESTED ABOVE

---

Date: \_\_\_\_\_

## Appendix F

### Definition of Terms

*Transformational leadership.* Transformational leadership is a theory of leadership where a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group (Warrick, 2011).

*Job Satisfaction.* Job satisfaction is defined as the extent to which an employee feels self-motivated, content and satisfied with his/her job (Koppes, 2014).

*Frontline Employees.* Frontline employees are the people who answer the phones or help clients in spaces like shops, banks and hospitals (Bowen and Schneider, 1985).

*Tourism.* Tourism is travel for pleasure or business and the theory of touring; the business of attracting, accommodating, and entertaining persons (Bounds, 1978).

*The Bahamas.* The Bahamas is an archipelago 700 islands and “cays” located 50 miles southeast of Florida (Palmer, 1994).

*Resource Commitment.* Resource commitment is defined as the willingness to provide needed materials and support to achieve the stated goals of the firm (Weeks & Mileski, 2013).

*Emotional Intelligence.* Emotional intelligence is the capability of individuals to recognize their own emotions and those of others, discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and adjust emotions to adapt to environments or achieve one’s goal

*Transactional Leadership.* Transactional leadership is a style of leadership in which leaders promote compliance of followers through both rewards and punishments.

*Task-Driven Leadership.* A task-driven leader places a heavy emphasis on structure, plans, and schedules for getting jobs done.

*Affective Commitment.* An individual's psychological attachment to the organization can be defined as affective commitment.

*Employee Job Performance.* Employee job performance is the total expected value for the organization where an employee performs over a stipulated period of time (Choudhary, Naqshbandi, Philip, & Kumar, 2017).

*Employee Turnover Intentions.* Employee turnover intention is defined as an employee's intention to voluntarily change jobs or companies (Martin, 1979).

*Hotel Size.* Hotels are put into classes based on its size, which could be due to the number of rooms, location of the resort or even the level of service (Frye & Mount, 2007).

*Tenure.* Job tenure refers to the length of time an employee has worked for their employer (Mueser, Becker, Wolfe, 2001).

## Appendix G

### STOPOVER VISITORS BY MONTH ISLANDS OF THE BAHAMAS PRELIMINARY 2019

Month	All Bahamas			Nassau/P.I			Grand Bahama			Out Islands		
	2019	2018	% Chg	2019	2018	% Chg	2019	2018	% Chg	2019	2018	% Chg
Jan	138,915	105,493	31.7%	105,470	77,714	35.7%	9,300	7,984	16.5%	24,145	19,795	22.0%
Feb	164,881	135,334	21.8%	122,512	95,816	27.9%	10,552	11,780	-10.4%	31,817	27,738	14.7%
Mar	220,715	187,995	17.4%	162,450	133,163	22.0%	12,690	14,754	-14.0%	45,575	40,078	13.7%
Apr	184,200	150,005	22.8%	136,167	108,268	25.8%	10,835	12,318	-12.0%	37,198	29,419	26.4%
May	174,710	142,283	22.8%	124,871	101,878	22.6%	10,566	10,100	4.6%	39,273	30,305	29.6%
Jun	187,599	162,504	15.4%	132,357	108,915	21.5%	14,540	15,617	-6.9%	40,702	37,972	7.2%
Jul	198,971	171,665	15.9%	143,059	116,616	22.7%	14,316	14,340	-0.2%	41,596	40,709	2.2%
Aug	145,089	145,812	-0.5%	113,359	107,554	5.4%	7,998	10,863	-26.4%	23,732	27,395	-13.4%
Sep	56,312	69,152	-18.6%	48,611	55,655	-12.7%	1,730	4,015	-56.9%	5,971	9,482	-37.0%
Oct	77,590	83,318	-6.9%	63,579	67,155	-5.3%	2,889	4,601	-37.2%	11,122	11,562	-3.8%
Nov	109,832	119,779	-8.3%	89,825	91,757	-2.1%	4,163	7,678	-45.8%	15,844	20,344	-22.1%
Dec	148,138	159,277	-7.0%	121,670	118,184	2.9%	5,209	11,151	-53.3%	21,259	29,942	-29.0%
<b>Total</b>	<b>1,806,952</b>	<b>1,632,617</b>	<b>10.7%</b>	<b>1,363,930</b>	<b>1,182,675</b>	<b>15.3%</b>	<b>104,788</b>	<b>125,201</b>	<b>-16.3%</b>	<b>338,234</b>	<b>324,741</b>	<b>4.2%</b>

Source: Immigration Cards and Research and Statistics Dept. Bahamas Ministry of Tourism

All numbers are subject to revision as Immigration cards come in. Stopover Visitors in this table are based on place of stay and not port of entry.



## Appendix H

### HOTEL OCCUPANCY & ADR TRENDS ISLANDS OF THE BAHAMAS 1997 TO 2020

	Bahamas		New Providence		Grand Bahama		Out Islands	
	ADR	% Occ.	ADR	% Occ.	ADR	% Occ.	ADR	% Occ.
1997	\$ 100.42	69.4%	\$ 112.78	74.7%	\$ 59.49	65.1%	\$ 128.22	42.0%
1998	\$ 109.61	70.3%	\$ 124.03	76.2%	\$ 59.13	66.3%	\$ 137.18	40.4%
1999	\$ 132.43	68.6%	\$ 147.65	76.0%	\$ 58.88	53.7%	\$ 147.73	44.3%
2000	\$ 147.51	67.2%	\$ 168.73	73.3%	\$ 63.90	58.2%	\$ 155.51	41.0%
2001	\$ 148.26	60.5%	\$ 164.13	67.2%	\$ 86.80	49.6%	\$ 162.90	37.4%
2002	\$ 155.93	62.0%	\$ 178.20	67.8%	\$ 81.46	54.8%	\$ 160.35	35.0%
2003	\$ 148.39	59.2%	\$ 166.60	66.4%	\$ 84.05	48.2%	\$ 161.10	34.9%
2004	\$ 149.96	66.4%	\$ 166.51	71.0%	\$ 90.65	61.4%	\$ 171.14	37.8%
2005	\$ 156.56	70.4%	\$ 166.00	75.4%	\$ 110.22	63.7%	\$ 190.45	39.8%
2006	\$ 167.00	68.4%	\$ 174.21	77.1%	\$ 125.74	51.7%	\$ 208.22	38.2%
2007	\$ 197.68	60.9%	\$ 211.16	68.9%	\$ 111.72	46.3%	\$ 252.80	43.0%
2008	\$ 215.53	54.1%	\$ 234.03	61.2%	\$ 105.34	41.5%	\$ 253.51	35.3%
2009	\$ 197.57	49.5%	\$ 215.95	56.7%	\$ 92.31	36.5%	\$ 204.27	27.9%
2010	\$ 199.02	51.5%	\$ 221.18	57.9%	\$ 87.01	36.2%	\$ 157.41	36.3%
2011	\$ 200.82	53.7%	\$ 225.22	58.5%	\$ 80.37	42.7%	\$ 155.18	39.2%
2012	\$ 195.84	55.9%	\$ 219.77	62.0%	\$ 77.83	44.7%	\$ 156.51	40.0%
2013	\$ 205.01	51.9%	\$ 229.45	56.9%	\$ 82.19	42.5%	\$ 176.08	39.1%
2014	\$ 200.15	56.0%	\$ 231.32	60.4%	\$ 67.75	50.6%	\$ 194.40	42.7%
2015	\$ 209.44	58.6%	\$ 247.72	63.8%	\$ 65.03	57.4%	\$ 226.88	39.5%
2016	\$ 212.46	57.9%	\$ 242.32	64.2%	\$ 66.35	54.2%	\$ 236.98	37.0%
2017	\$ 219.15	56.1%	\$ 240.38	59.3%	\$ 68.09	54.6%	\$ 235.56	41.6%
2018	\$ 232.68	57.4%	\$ 251.17	59.8%	\$ 69.50	55.8%	\$ 251.12	43.9%
2019	\$ 250.93	62.8%	\$ 265.56	66.5%	\$ 84.54	49.8%	\$ 250.64	48.2%
2020	\$ 264.99	37.7%	\$ 287.34	41.3%	\$ 77.15	27.1%	\$ 322.26	31.9%

The sample of hotels from 2007 onwards was changed and increased to show a better picture of hotel revenue. The sample size was increased again in 2013 and for this reason the same hotels had to be added to the 2012 sample to make comparison of the data easier.

\*Some rounding may have occurred. The above information is based on a sample of hotels and does not include every hotel in the Bahamas. ADR=Average daily rate.

## Appendix I

**Table K: Demographic Characteristics of Study for Middle Managers (n=28)**

Characteristic	Indicators	N (28)	Proportion (%)
Gender	Male	12	42%
	Female	16	57%
	Nonbinary	0	0%
Age	18-22	0	0%
	23-27	1	4%
	28-32	3	11%
	33-37	9	32%
	38-42	9	32%
	43 & Above	6	21%
Education	12th grade or less	0	0%
	Graduated high school or equivalent	10	36%
	Some college, no degree	10	36%
	Associate degree	4	14%
	Bachelor's degree	3	11%
	Post-graduate degree	1	4%
Employment	Engineering/Maintenance	1	4%
	Housekeeping	5	18%
	Front Desk	6	21%
	Laundry	0	0%
	Pool/Beach	1	4%
	Kitchen	0	0%
	Restaurant	5	18%
	Bar	5	18%
	Security	5	18%
Experience	0-4 Years	0	0%
	5-9 Years	6	21%
	10-14 Years	13	46%
	15-19 Years	3	11%
	20 and above Years	5	18%
Length at Hotel	0-4 Years	4	14%
	5-9 Years	10	36%
	10-14 Years	11	39%
	15-19 Years	2	7%
	20 and above Years	1	4%

## Post Hoc Study Frontline Employee Survey Demographic Details

Data was collected from 108 frontline employees. 57% participants ( $n=62$ ) in this study were female, while 43% participants ( $n=46$ ) were male employees. The age of participants varied from 18 years to more than 43 years. Mostly the participants age falls between 33 years to 37 years (31%,  $n= 34$ ), while 28% of the employees ages were between 28 years to 32 years. Nine employees (8%) had age above 42 years. Employees were from various departments in the hotel including housekeeping, laundry, kitchen, bar, and security divisions. Most employees had working experience between 10 to 14 years (36%). Nine employees had working experience of 20 or more years.

As far as employees work experience in the current hotel is concerned, almost half of the participants had 5 to 9 years work experience. More than two-thirds ( $n=82$ , 76%) of participants graduated high school, while 16% ( $n=17$ ) employees had some college level qualification. The complete detail of employee's demographic characteristics is presented in the table below.

**Table L: Demographic Characteristics of the Study for Frontline Employees**

**( $n=108$ )**

Characteristic	Indicators	N (108)	Proportion (%)
Gender	Male	46	43%
	Female	62	57%
	Nonbinary	0	0%
Age	18-22	8	7%
	23-27	14	13%
	28-32	30	28%
	33-37	34	31%
	38-42	13	12%
	43 & Above	9	8%
Education	12th grade or less	8	7%
	Graduated high school or equivalent	81	75%

	Some college, no degree	17	16%
	Associate degree	1	1%
	Bachelor's degree	1	1%
	Post-graduate degree	0	0%
Employment	Engineering/Maintenance	22	20%
	Housekeeping	0	0%
	Front Desk	23	21%
	Laundry	0	0%
	Pool/Beach	14	13%
	Kitchen	0	0%
	Restaurant	22	20%
	Bar	16	15%
	Security	11	10%
Experience	0-4 Years	18	17%
	5-9 Years	29	27%
	10-14 Years	39	36%
	15-19 Years	13	12%
	20 and above Years	9	8%
Length at Hotel	0-4 Years	36	33%
	5-9 Years	50	46%
	10-14 Years	20	19%
	15-19 Years	2	2%
	20 and above Years	0	0%

### **Post Hoc Measurement Model**

The researcher tested the validity and reliability of each construct to evaluate the measurement model. For the five first-order latent constructs in the frontline employee survey, the researcher examined the Cronbach's alpha values, composite factor reliability (CFR) values, and average variance extracted (AVE) to measure reliability (Gefen et al., 2011). Then Cronbach's alpha internal consistency reliability, CFR, and AVE were calculated for the measurement model.

There were two different surveys utilized in this model: one for frontline employees and another for middle managers. The scale for frontline employee has four constructs: Affective Commitment (AC), Job Satisfaction (JS), Employee Turnover

Intentions (ETI), and Employee Job Performance (EJP). Each construct was measured with 7-point Likert scale, ranging from strongly disagree to strongly agree. The scale for the middle manager was based on transformational leadership style. It had four constructs: Idealized Influence Behavior (IIB), Individualized Consideration (IC), Inspirational Motivation (IM), and Intellectual Stimulation (IS). Each construct was measured by four items with 7-point Likert scale, ranging from strongly disagree to strongly agree. The middle manager leadership scale was based on transformational leadership scale.

In order to effectively analyze the data, the researcher combined two data sets. The first data set (middle managers) had 28 respondents. The second data set (front line employee survey) had 108 respondents. The frontline employees, in their respective departments, each interacted with every middle manager within the same department. The researcher calculated the mean of each construct (individualized consideration, idealize influence behavior, inspirational motivation, and intellectual stimulation) for the middle managers to align with the data set of the frontline employee survey. The researcher had an opportunity to match the middle manager from a department with the frontline employee in that exact same department. This ensured the validity for combining the data sets as each frontline employee, from a specific department (housekeeping, maintenance), interacted with each member of the middle management team within the same department.

Latent variables can be independent and dependent variables. The independent variables are considered the exogenous variables (Sogawa, Shimizu, Shimamura, Hyvärinen, Washio, & Imoto, 2011), whereas the endogenous variables constructs are

explained or understood based on the other latent traits. The endogenous variables are the dependent variables of the study. It is important to take this consideration before establishing a connection among variables. Once the measurement model (inner model) is designed then structural model (outer model) is established. At this stage, the researcher made many important decisions, including those regarding the item scale, such as whether to select a multi-item or single-item scale (Diamantopoulos et al., 2012).

The Cronbach's alpha internal consistency reliability, composite factor reliability (CFR), and average variance extracted (AVE) were calculated for the measurement model. As shown in the table below, the Cronbach's alpha values were more than .90 for employee job performance and employee turnover intention. Job satisfaction and affective commitment had Cronbach alpha's of more than .80. Transformational leadership was the lowest with 0.68. The composite reliability values are above 0.80, except for transformational leadership with 0.728. Similar trends of results found the AVE values for AC, ETI, and JS were 0.806, 0.803, and 0.677 respectively. The complete results of reliability and discriminant validity are presented in table N.

**Table M: Reliability and Discriminant Validity of Employee-scale Constructs**

Constructs	Cronbach's			Inter-Construct Correlation Matrix				
	Alpha	CFR	AVE	1	2	3	4	5
Affective Commitment (AC)	0.88	0.895	0.806	<b>0.898</b>				
Employee Job Performance (EJP)	0.944	0.951	0.899	0.267	<b>0.948</b>			
Employee Turnover Intentions (ETI)	0.918	0.921	0.803	0.627	0.264	<b>0.896</b>		
Job Satisfaction (JS)	0.88	0.882	0.677	0.785	0.33	0.689	<b>0.823</b>	
Transformational Leadership (TL)	0.68	0.728	0.627	0.043	-0.011	0.242	0.088	<b>0.792</b>

Note: Bold font values on the diagonal of the correlation matrix are the square root values of AVEs.

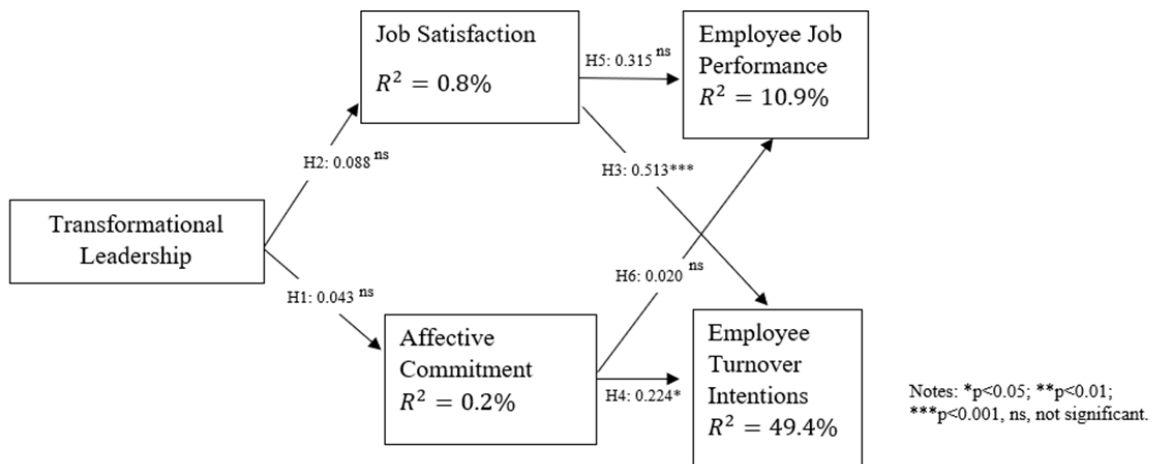
The researcher examined the convergent and discriminant validity of the five first-order latent constructs by completing a confirmatory factor analysis. The transformational leadership construct was taken from a different survey as the other four constructs (affective commitment, employee job performance, job satisfaction, and employee turnover intentions). As reported in table J, all of the items loaded significantly on the corresponding latent variables with all loadings greater than the conventional threshold of 0.70 (McKnight, Choudhury, & Kacmar, 2002), which can suggest a necessary convergent validity. There is evidence from table O which supports for the convergent and discriminant validity of the five reflective constructs.

**Table N: Confirmatory Factor Analysis**

<b>Construct</b>	<b>Item</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Affective Commitment	AC1	<b>0.916</b>	0.295	0.62	0.691	0.070
	AC3	<b>0.890</b>	0.251	0.542	0.728	0.092
	AC5	<b>0.886</b>	0.154	0.512	0.700	-0.063
Employee Job Performance	EJP3	0.274	<b>0.930</b>	0.254	0.333	-0.054
	EJP6	0.248	<b>0.966</b>	0.262	0.322	-0.025
	EJP7	0.233	<b>0.949</b>	0.231	0.278	0.06
Employee Turnover Intentions	ETI2	0.553	0.252	<b>0.894</b>	0.626	0.231
	ETI3	0.516	0.339	<b>0.872</b>	0.590	0.193
	ETI4	0.584	0.237	<b>0.937</b>	0.678	0.168
	ETI5	0.593	0.119	<b>0.880</b>	0.569	0.281
Individualized Consideration	IC	0.057	-0.028	0.017	0.039	<b>0.589</b>
Inspirational Motivation	IM	0.037	0.081	0.228	0.078	<b>0.964</b>
Intellectual Stimulation	IS	0.015	-0.087	0.283	0.085	<b>0.778</b>
Job Satisfaction	JS1	0.610	0.322	0.591	<b>0.828</b>	0.087
	JS2	0.603	0.264	0.574	<b>0.778</b>	0.091
	JS3	0.672	0.269	0.572	<b>0.881</b>	0.105
	JS4	0.618	0.204	0.562	<b>0.816</b>	0.018
	JS5	0.730	0.291	0.531	<b>0.807</b>	0.055

## Post Hoc Analysis

The researcher constructed an alternative model in which corresponding managers' perceptions of transformational leadership were used to test the model in Figure 3. The researcher followed the SEM procedure to test the measurements of constructs and the casual model. The structural model was tested with the application of SmartPLS. Figure 3 presents the findings of the structural model estimation, including the standardized path coefficients, p-values, t-statistic test, and  $R^2$  values. The  $R^2$  significant for job satisfaction is  $p < 0.001$ . The top two  $R^2$  values were 49.4% and 10.9% respectively, for employee turnover intentions and employee job performance. The overall significant  $R^2$  explain the potential power of the constructs in the structural model. The hypotheses, standard deviations and t statistics for the alternative model are presented in Table K.



**Figure 3:** Structural Model for Direct Effects of the Variables

**Table O: Hypothesis Support**

Hypothesis	Predictor	Dependent Variable	Original Sample	Standard Deviation	T Statistics	Status
------------	-----------	--------------------	-----------------	--------------------	--------------	--------



H1	Transformational Leadership	Affective Commitment	0.043	0.139	0.309	Not supported
H2	Transformational Leadership	Job Satisfaction	0.088	0.129	0.687	Not supported
H3	Job Satisfaction	Employee Turnover Intention	0.513	0.099	5.190	Supported
H4	Affective Commitment	Employee Turnover Intention	0.224	0.096	2.331	Supported
H5	Job Satisfaction	Employee Job Performance	0.315	0.183	1.722	Not supported
H6	Affective Commitment	Job Performance	0.020	0.177	0.112	Not supported

Table K shows that **H1**, **H2**, **H5**, and **H6** were not supported with t statistics of 0.309, 0.687, 1.722, and 0.112 respectively. **H3** and **H4** were supported with t statistics of 5.190 ( $p < 0.001$ ) and 2.331 ( $p < 0.05$ ). **H3**, which represented job satisfaction's positive effect on employee turnover intention, was the highest with a t statistic of 5.190. **H3** (job satisfaction reduces employee turnover intentions) and **H4** (affective commitment reduces employee turnover intentions) were both reverse coded by the researcher.

VITA

TYRONE G. SAWYER II  
4514 Chamblee Dunwoody Road Suite 175  
Atlanta, GA 30338

1997 – 2003	High School Diploma, Head Boy St. John’s College Nassau, Bahamas
2008 – 2009	B.S., Finance University of New Haven West Haven, CT
2010 – 2012	Master of Business Administration Nova Southeastern University Fort Lauderdale, FL
2004 – 2008	After School Program Director Christian Academy Miami, FL
2010 – 2015	Track and Field Head Coach Ashford Dunwoody YMCA Atlanta, Georgia
2012 – Present	Chief Executive Officer Jemima’s Playhouse LLC Atlanta, GA
2016 – Present	Chief Operating Officer Tourism Adventures Limited Nassau, Bahamas
2020 – Present	Chief Executive Officer Carrie’s Donuts Place Nassau, Bahamas