

## The Impact of Work Environment and Transactional Leadership Style on Employees' Performance

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### Abstract

Tourism has aided Malaysia's rapid economic growth; it is the third greatest contributor to Malaysia's GDP, after manufacturing and commodities. The hotel business also contributes to the growth of domestic and international tourism. Given the quick annual changes in the tourism industry and the unexpected shift in the economic environment, hotel owners should rethink their client loyalty and performance plans. Furthermore, the international environment, such as the global spread of contagious diseases, might have an impact on hotel performance. The travel and tourism business has been hit hard by the COVID-19 outbreak. Using

literature review, this research discovered that organizations in the hospitality industry rely heavily on their employees as service providers to gain a competitive advantage and long-term success. As seen in the service profit chain, contented staff can improve tourist satisfaction and raise hotel profitability. Furthermore, satisfied employees are thought to diminish disengagement intents and foster organizational citizenship. This study intends to evaluate employee job satisfaction and its link with attrition intentions and organizational citizenship behaviors in the context of Malaysian hospitality.

**Keywords:** Work Environment; Transactional Leadership Style; Employees' Performance

### Introduction

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Tourism has aided Malaysia's rapid economic growth (Izzah et al., 2023; Xin & Chandrashekar, 2023; Hashemi et al., 2023). After manufacturing and commodities, it is the third greatest contribution to Malaysia's GDP. In 2018, tourism provided RM84.1 billion to the Malaysian economy, while in the first half of 2019, it contributed RM41.69 billion (Ooi, Amran, & Chew, 2023). This indicates a 6.8% increase over the previous year in tourist receipts. The hotel, being one of the most renowned facilities in the tourism business, plays an important role in the tourism industry. Tourism and hotel development are thus inextricably linked (Wu, 2023; Patwary, Aziz, & Hashim, 2023). The hotel industry's contributions to this agenda include job creation, the expansion of secondary activities such as equipment and material suppliers, and the provision of additional revenue to the rural population (Sien Leong et al., 2023). The hotel business also contributes to the growth of domestic and international tourism. Given the quick annual changes in the tourism industry and the unexpected shift in the economic environment, hotel owners should rethink their client loyalty and performance plans. Furthermore, the international environment, such as the global spread of contagious diseases, might have an impact on hotel performance. The travel and tourism business has been hit hard by the COVID-19 outbreak.

The world economy nearly collapsed instantly as a result of the Covid-19 pandemic (UNWTO, 2020). The pandemic represents a major threat to the hotel business. Community lockdowns, social distancing, stay-at-home orders, travel and mobility restrictions, and other COVID-19-flattening strategies have resulted in the temporary closure of a number of hospitality businesses and a significant decrease in demand for businesses that were permitted to continue operations (Tan & Soon, 2023). Despite the fact that the hospitality industry is progressively recovering, the COVID-19 issue has had a huge impact on how hospitality business's function.

Several countries have issued travel advisories, closed their borders, and put emergency plans in place. Due to the development of an infectious disease that began in Wuhan, China, in November 2019, important global economic, social, and sporting events have been cancelled since February 2020. The extraordinary occurrence has harmed the global hotel business. For example, the hotel business in India is considered one of the many victims of the Covid-19 outbreak due to a major drop in demand induced by global travel advisories, visa suspensions, and bans on public gatherings (Rozekhi, Hussin, & Anuar, 2023; Gan et al., 2023). As the coronavirus pandemic spreads, so does the effectiveness of Malaysia's hotel industry.

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According to a recent poll done by the Malaysian Association of Hotels (MAH), the COVID-19 outbreak will force the closure of around 15% of the country's hotels (Thanasegaran & Chandrashekar 2023). According to MAH's CEO, fifty percent of the hotels surveyed are considering closing their doors, while thirty-five percent would temporarily cease operations. Given the aforementioned challenges, the goal of this research is to look into the effects of COVID-19 on the performance of Malaysia's hotel business. This research also aims to uncover hotel sector efforts to enhance employee performance in the aftermath of the COVID-19 epidemic using transformational leadership (Tsunokawa, Yunus, & Latip, 2023).

Several studies have found that good workforce performance during a pandemic crisis is centred on leadership. The incorporation of leadership style in reducing employee tension during COVID-19 advances the literature on employee performance (Zakaria et al., 2023). Modern workplaces are known to affect employee performance, but extreme situations, such as COVID-19, significantly exacerbate this stress (Rastegar, Seyfi & Shahi, 2023). This necessitates a leadership style from individuals who guide and manage the workforce (Zakaria et al., 2023; Rastegar, Seyfi, & Shahi, 2023). A hotel is a necessary component of any visitor's trip. The Hotel Industry is a subsector of the Travel and Tourism Industry, according to Travel & Tourism Economic Impact 2016. It provides accommodations that are tailored to the demands of travellers (Rastegar, Seyfi, & Shahi, 2023). Chau and. (2023) and Abdul-Rahman et al. et al., (2023) emphasized that the hotel sector, which is built on experience and service, is extremely labour-intensive. According to the findings of Zakaria et al. Employee loyalty and job happiness are critical aspects in a hotel's success and attainment of its goals, according to al., (2023).

Hotel employees' job happiness has a substantial impact on their performance and completion rates. The hotel sector is one of Malaysia's key sources of revenue (Tsunokawa, Yunus, & Latip, 2023). Tourism revenue has moved Malaysia's economy to a higher degree of development. The number of hotels in Malaysia has been continuously expanding since the early 1990s (Chau et al., 2023). Malaysia is one of the world's most popular tourist destinations, according to the World Tourism Organization (2022). Malaysia was also named ninth on CNN's list of the World's Top 25 Tourist Destinations: Irresistible Cities. Local hotels strive for success under intense and competitive conditions as recognition of Malaysia's tourism grows. As a result, Malaysian hotels continue to deliver novel services while also improving their quality (Sarpong & Alarussi, 2023).

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Malaysia's tourist business was able to grow visitors by 11.01 million over the course of nine years, bringing the total number to 27.44 million in 2014. Furthermore, revenue increased by MYR 40.0 billion from MYR 32.0 billion in 2005 to MYR 72.0 billion in 2014. Although arrivals and receipts fell to 25.7 million and MYR 69.1 billion, respectively, in 2015, there are signs of a resurgence in 2016. In 2016, there were 26.8 million tourists and a total income of RM82.1 billion. In 2014, 4,072 hotels with a total of 262,012 rooms were registered. There were 4,799 registered hotels in 2015. The total number of rooms available is 304,721 in total. The majority of working-age individuals require employment to meet their physical, social, and material needs (Tan et al., 2023). It takes up a large percentage of a person's time (Ab Rahman, Bachok, & Mahamod, 2023). Job satisfaction is described as the inner peace and delight one has while working. The association between job satisfaction and the work environment, organizational practices, and management is substantial, according to Bari, Fanchen, and Baloch (2016) (Tan et al., 2023).

Job satisfaction seems to represent employees' overall happiness at work. Positive workplace attitudes have the ability to boost employee job satisfaction. Meanwhile, negative attitudes regarding the office environment led to job dissatisfaction. (Pathak et al., 2023) A job-satisfied employee is more likely to stay with the company and be highly productive. Employees that are dissatisfied with their jobs are less productive, which leads to workplace friction, tension, less loyalty, increased absenteeism, a higher risk of resigning, and diminished commitment. Employee turnover, reputation, and performance will all be affected by these effects (Ingram, Murphy, & Weinland, 2023). The actual site where employees do their jobs is referred to as the workplace. Infrastructure, resources, and other working elements differ every workplace, according to Lestari, Rosman, and Millenia (2023).

According to Vuong (2023), the workplace has a substantial impact on employee job satisfaction. Individuals with an uneven work-family life likely to stay in the office longer in the twenty-first century. They struggle to strike a balance between work quality and family life (Ghaderi et al., 2023). The work environment is defined as the social, technical, and economic interactions that occur amongst employees while they are at work. The three characteristics include, among other things, the organization's culture, structure, and management practices (Tumati & Al Yousfi, 2023; Ghaderi et al., 2023). According to Vuong (2023), organizations must give a healthy work environment to their employees in order to provide favourable working circumstances, hence enhancing job satisfaction and assuring a higher level of work

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quality. , according to Bustamam et al. According to al., (2023), the work environment includes not only physical components like design, equipment, and devices, but also a psychosocial environment. The authors Abolnasser et al. Workplace safety, job stability, decision-making authority, coworker relationships, and recognition are all components of the work environment, according to al. (2023). Work-life balance is also part of the work environment (Tsagkanou & Polychroniou, 2023). According to the experts, an organization must try to establish a favourable work environment for its employees in order to satisfy its employees and remain competitive in the market. Physiological needs are seen as the most fundamental and important need for all humans, according to the Maslow Theory of Needs, and are thus placed at the bottom of the hierarchy. As a result, the demands that had to be addressed were those for safety, belonging, and esteem. In the workplace, certain employee standards must be met. It contributes to increased job satisfaction, which increases dedication and productivity (Maslow, 1943; Salunke, 2015).

As globalisation, technological innovation, and economic expansion continue to have an impact on modern organizations, companies aim for a competitive advantage to secure long-term success (Ingram, Murphy, & Weinland, 2023). Employees are the most crucial asset for organizations to keep their competitive edge since they are human-made entities that rely on human competence to fulfil their goals (Lestari, Rosman, & Millenia, 2023). The authors Ghaderi et al. Employees are the most precious resource, according to al., (2023), and how people see their jobs has a direct impact on organizations. As a result, in order to retain their most valued employees, organizations began to evaluate employee job satisfaction. Job satisfaction study has been undertaken for many years (Tumati & Al Yousfi, 2023). Kunin's Faces Scale, introduced in 1955, was the first approach used to quantify job happiness (Pathak et al., 2023). The Job Descriptive Index (JDI) was developed in 1969 by Smith, Kendall, and Hulin (Bustamam et al., 2023). Job satisfaction has been and continues to be a prominent topic of study, with numerous publications (Tumati & Al Yousfi, 2023). These articles primarily aim to explore job satisfaction in various industries, as well as its causes and implications (Ghaderi et al., 2023).

Similarly, globalization and a competitive business climate have led the hospitality industry to take the lead in resolving human resource challenges in order to provide excellent customer service (Ghaderi et al., 2023). As a result, contented, initiative-taking, trustworthy, and devoted workforces are critical to the success of labour-intensive hotel organizations

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(Abolnasser et al., 2023). The 'Service Profit Chain', which highlighted the relationship between contented employees and an organization's profitability (Yew, 2008), emphasized the importance of job happiness in the hotel industry. According to Heskett et al.'s (1994) Service Profit Chain, content employees will give higher-quality services to consumers, promoting customer contentment and loyalty, and therefore contributing to an organization's performance.

According to the Hotel Industry Employment Report (Rabiul et al., 2023), the attrition rate of operational workers in the hospitality business in Malaysia was 65.7% in 1998/1999. High staff attrition stifles hotel sector growth (Kassim, 2023) and is harmful to organizations' morale, productivity, reputation, and survival (Siyal et al., 2023). Furthermore, when employees leave frequently, organizations pay higher operational costs. The two most major implications of high turnover in the hospitality business are decreased profitability and uneven service quality supplied to customers (Rabiul et al., 2023), which harms the hotel's reputation. Reduced profitability may be owing to increased costs connected with hiring new employees, providing training, and other charges, as well as the cost of losing potential consumers due to uneven service delivery. As a result, companies should step up efforts to mitigate the economic impact of employee turnover by enhancing work satisfaction and decreasing turnover intentions.

When market competition gets fierce, Organization Citizenship Behaviour (OCB), which can improve organizational performance in a variety of ways (Kim et al., 2009), should also be considered. In recent years, there has been a lot of research on organizational citizenship behaviours (OCBs) (Siyal et al., 2023). Barnard (1938) was the first researcher to recognize the need of collaborative efforts in achieving organizational goals. For these collaborative activities, Organ (1988) created the acronym OCB (Walz & Niehoff, 2000). OCBs, according to Organ (1988), are discretionary and extra-role behavior displayed indirectly by employees but not recognized by the organization's formal reward systems. Organ (1988) divided OCBs into five categories: altruism, conscientiousness, sportsmanship, civic virtue, and civility. Individual efforts and desire to go above and beyond their assigned position or responsibility are recognized as essential for the organization's long-term viability (Katz and Kahn, 1966). OCBs, on the other hand, are equally important to hotel operations that rely on workers to offer great customer service. OCBs have a significant impact on both passenger service experience and organizational success (Kim et al., 2009), as these behaviours strengthen colleague relationships, promote improved performance and efficacy, facilitate resource procurement,

and improve organizational communication (Mkheimer et al., 2023). Given the aforementioned, organizations in the hospitality industry place a high value on their personnel as service providers in order to gain a competitive edge and long-term success. As seen in the service profit chain, contented staff can improve tourist satisfaction and raise hotel profitability. Furthermore, satisfied employees are thought to diminish disengagement intents and foster organizational citizenship. This study intends to evaluate employee job satisfaction and its link with attrition intentions and organizational citizenship behaviours in the context of Malaysian hospitality.

## **Literature Review**

### **Employee performance**

Employee performance is described as "the planned work-related activities of an employee and the quality of those activities." However, it is much more than that. The concept of performance, according to Tsunokawa (2023), "does not include the outcomes of an employee's behaviour, but merely the behaviours themselves. Performance is not about the products that workers generate or the results of their labour, but rather about behaviour or what people do. According to Tsunokawa (2023), an employee's behaviour impacts how well he does his work throughout the process rather than after he completes it. Businesses and organisations should put their attention on enhancing employee performance by equipping them with a range of tools and knowledge to assist them deal with changing circumstances and difficulties (Supriadi, et. al., 2023). The fact that the world is changing daily means that businesses and organisations need to keep up with anything new that might help them do more business. On the other hand, to remain in the market, businesses will benefit from staff training and new, efficient supplies. Employee performance, according to Flanagan & Phi (2023) "refers to how your workers behave in the workplace and how effectively they carry out the job duties you've obligated to them."

As a consequence of the contact between employees and customers, employee behaviour has an impact on whether customers are satisfied or dissatisfied (Flanagan & Phi, 2023). Customer satisfaction follows improved performance, which in turn results in happier employees. Employees with a pleasant attitude and excellent customer service are more likely to assist customers. As a consequence, customers have a more positive shopping experience, which increases customer loyalty and boosts profitability. Research has been done into the

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relationship between staff performance and customer satisfaction. Customer happiness is a key indicator of business success, which is determined by staff performance (Faeni et. al., 2023). Although there are three factors—knowledge and skills, motivation, and working environment—that influence employee performance, if one of these factors is impacted, the other two will certainly follow. Employees' working environments are regarded to have a significant role in lowering turnover. However, the issue is how to boost staff involvement in the company. To increase work happiness, inspire people to continuously produce high performance levels, and boost customer satisfaction, it is crucial to understand what drives each person. Modern companies are increasingly considering ways to link customer happiness with staff engagement. Three qualities—reliability, empathy, and expertise—are said to have an impact on customer satisfaction (Elshaer et. al., 2023). When performance goals are clearly defined, employees are more invested in tasks that assist them meet customer expectations (Bui & Le, 2023). According to Ausat, (2023), each employee's performance may contribute to the organization's overall efficacy, which can be gauged by how well consumers perceive the service, how satisfied they are with the experience, and how loyal they are to the brand. Several earlier research (Elshaer et. al., 2023; Bui & Le, 2023) have shown a significant connection between staff performance and service quality.

### **Working Conditions**

The physical component of a workplace that affects job happiness, health, focus, and productivity is characterised by Lopes and Gomes, (2023) as the work environment. The study argued that maintaining a positive work atmosphere is the most realistic strategy to lower sick days, minimize turnover rates, and improve individual employee productivity, job satisfaction, and performance. According to Elshaer et. al., (2023) and Flanagan & Phi, (2023), workers may experience dissatisfaction due to a bad work environment. According to Jaaron, Pham and Cogonon, (2023), the work environment serves as a link between workers and the workplace. The environment in which personnel perform their duties is referred to as the setting. According to Bilińska et. al., (2023) workplace conditions directly affect workers' levels of stress and job satisfaction. Employee productivity often rises when an organisation is able to create a pleasant working environment. Job security, employee safety, interpersonal relationships, recognition, and the ability to participate in decision-making are all part of the work environment, according



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to Spector (1997). When workers feel valued by the company, they are more likely to have high job satisfaction.

According to Lopes and Gomes, (2023), there are three different types of work settings. In the beginning, the technical environment was defined as the tangible components, such as tools, equipment, and technological infrastructure, which are typically present in a workplace and allow workers to do their jobs. Second, the social environment is crucial to promote informal workplace interactions that foster the exchange of ideas, expertise, and information. Peers, a work team, management, and leadership were used as examples of the human environment. Organisational environment is the third sub-environment, in contrast. It is the kind of setting where management has power to influence the workplace. There are organisational ideologies, values, systems, processes, and practises, for instance. The researcher claimed that work environments comprise of ventilation, lighting, equipment, tools, facilities, space, and other factors in reference to Herzberg (1966). The work environment also comprises the components of fair treatment at work, communication, culture, regulations, and procedures, according to Benaraba et. al., (2023) and Herzberg (1996), in addition to what has already been addressed. According to Jones, (2022), a person's work environment consists of the areas and amenities needed for them to perform their duties, their interactions with superiors, the equality culture present, the communication methods used, reasons why they choose to work for that particular company, and methods for reducing risks. Workplace environments may be categorised into three groups (Sun set. al., 2023). Physical, mental, and social environments were divided into these three categories. Physical environments include factors like the climate, noise level, infrastructure, and facilities. Exhaustion, boredom, and relationships among coworkers are just a few examples of the components that make up the mental environment. A worker's feeling of belonging to the social group they joined is referred to as their social environment.

### **Safety**

According to Colmekcioglu et. al., (2023) the definition of workplace safety is the manner in which an organisation protects its employees from peril and damage. The researcher asserted that organisations must prioritise employee safety because it has a direct impact on the financial health of businesses and industries. Su et. al., (2023), explained that organisations practise appropriate safety behaviour in order to prevent the occurrence of potential negative outcomes. Johann (2022) defines safety as the risk of peril, injury, loss, and the possibility of any

accidental or intentional harm. According to research conducted by Szlachciuk et. al., (2022), employees with a negative perception of workplace safety are more likely to engage in hazardous behaviour. This indicated that employees who are perceived to be experiencing job anxiety, tension, and insecurity will exhibit negative thought and behaviour (Koh, 2020). beverage (F&B) items (Yin & Ni, 2021). Therefore, organisations must prioritise workplace safety in order to minimise or prevent potential unethical or illicit behaviour among employees. According to Akwue (2011), workplace safety must be maintained to a specific standard in order to control recognized hazards and enhance the organization's capacity to address unidentified safety concerns. All members of an organization, including upper management, middle-ranking managers, and lower-ranking employees, must adhere to safety procedures and regulations (Cahyadi & Newsome, 2021).

According to the researcher, in order to define safety requirements, it is necessary to identify the conditions that can satisfy employees' safety needs as well as the categories of hazards that can compromise workplace safety (Gupta & Sahu, 2021). Organizations should encourage employee participation in safety training to enhance workplace safety (Gupta & Sahu, 2021). Despite the notion that safety is a concern for the majority of employees, Yin and Ni, (2021) discovered that employees who are anxious to achieve a specific goal or objective tend to prioritize the reward or incentive over workplace safety, causing employees to engage in hazardous behavior. Employee larceny is a significant concern for all industries, particularly the hotel industry, according to Mulder (2020).

### **Employee-Employee Relationship**

work environment consists of the interrelationship between employees and the environment in which they operate (McCartney et. al., 2022). (Chong et.al., 2023) Coworkers are defined as individuals who work together in the workplace and occupy comparable positions or ranks (Gerung et al., 2022). According to Abdou et. al., (2022), coworker relationships are a form of interpersonal relationship. It can be divided into two dimensions, including leader-member relationships and interactions among coworkers. The leader-member relationship encompassed both vertical and horizontal relationships among coworkers, other groups, and the entire organisation. The researcher in Hamouche, Koritos and Papastathopoulos, (2023), study defined coworkers as those who are empathetic, helpful, concerned, and offer advice to their peers. According to Usman et. al., (2021), the relationship between coworkers is characterised

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by friendship, acceptance, and loyalty. The degree of subordinates' trust, confidence, and respect for their superiors characterises coworker relationships (Shin et. al., 2022).

In accordance with Maslow's Theory of Social Needs, social support is crucial. The definition of social needs is the need for affiliation, which emphasises the relationship with coworkers. For instance, social support of employees is essential for enhancing employee performance and maintaining positive relationships with coworkers (Dewi,2021). According to a study conducted by Cahill and Sias (1997), employees typically form relationships with their coworkers to gain social support and friendship. The job satisfaction of employees will increase when there are a few pleasant and supportive coworkers in the office. According to the study by Elshaer et. al., (2023), coworker relationships have four primary goals. The primary purpose of coworker relations is occupational socialisation, as they are able to assess apprentices and grant membership into a profession. When employees have positive relationships with one another, they will protect one another within the organisation. Thirdly, when coworkers have supportive relationships, they tend to assist one another in opposing those with more authority within the organisation. Lastly, coworker relationships facilitate the identification of group identities through participation in events such as birthday parties.

### **Work-Life Integration**

Work-life balance, according to Uddin et al., (2023), research, is the way an individual seeks a suitable balance between the aspects of work and life. Work-life balance can also be defined as an individual's sense of satisfaction between work and family responsibilities.

Furthermore, work-life balance can be defined as the balance between the time and effort individuals devote to their jobs and their responsibilities in maintaining a harmonious lifestyle. Individuals must know how to allocate their time between their professional and personal lives.

### **Style of Transformational Leadership**

The term "leadership" is commonly used in everyday speech. The word originated when Columbus embarked on his trip in a leaky boat. While many ideas and opinions were expressed, the notion of leadership did not achieve scientific credibility. During the war years, scientific study began. There was, nevertheless, an intellectual environment across the world. Gandhi in India, Churchill in the United Kingdom, Roosevelt in the United States, Hitler in Germany, Mussolini in Italy, and General Franco in Spain. Because of this hero-worship environment,

people began to believe that leaders are born and not produced. This makes leadership an interesting and worth topic to be studied in many fields. Leadership is critical in taking a company forward. According to Shulga and Busser, (2023), the essence of leadership is the capacity to transform an idea into a result that has a substantial influence, so that the company may go forward while encountering setbacks caused by different variables, one of which is leadership. The leader, like a captain for ships attempting to sail over the huge ocean, must understand where the organization's aims will go.

### **The Two-Factor Hypothesis of Herzberg**

According to Herzberg's Theory of Two Elements, there are two types of motivational elements: hygienic factors and motivators. Hygienic factors are external workplace variables that do not improve long-term contentment while having the tendency to lower work unhappiness. Examples of hygiene variables include compensation, status, and business rules. Motivators are psychological demands such as recognition.

### **Behavioural Analysis**

The behavioural leadership theory places a strong emphasis on the prospective behaviours of leaders because it makes the strongest case that the greatest predictor of leadership success is the ability to observe how leaders behave in various contexts. The main behavioural learning theory has been acknowledged to focus on actions rather than traits. The behavioural theory has classified and studied the behaviour patterns as strong leadership styles. Few leadership philosophies include totalitarian leadership, leadership that is task-oriented, and leadership that is people-oriented. The success of the organisation is effectively reflected in the real behaviour and activities of the leaders. The behavioural hypothesis provides a number of benefits. At first, leaders may successfully determine and study the many tasks they must conduct in order to establish the leader types for creating essential work satisfaction requirements. It enables leaders to change and be adaptable based on many traits. Additionally, effective leadership philosophies imply that anybody may develop into a capable leader. However, few behavioural theories contest its ability to accommodate flexibility since it makes clear recommendations for how to act in various situations. The behavioural theory is related to a number of leadership philosophies (Faulwasser t. al., 2023).

### **Research Methodology**

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As it is very important to determine the impact of transformational leadership in the service industry, this paper used literature review from previous resources, journal, and books to highlight the importance of the issue. Therefore, the current study will investigate the factors that influence the hotel employee's job performance and the mediating effect of job satisfaction toward the relationship between leadership style and work environment with employee performance.

### Discussion

Workers' performance refers to their conduct or acts rather than the goods or effects of their job. According to Tsunokawa (2023), an employee's behaviours determine how successfully he completes his work throughout the process rather than afterward. Businesses and organizations should prioritize enhancing employee performance by providing a variety of tools and information to assist employees in managing shifting events and challenges (Supriadi et al., 2023). Because the world is constantly changing, businesses and organizations must keep up with anything new that could help them do more business. Businesses, on the other hand, will benefit from new, efficient supplies and people training in order to remain competitive. Employee performance, according to Flanagan and Phi (2023), "refers to how your workers behave in the workplace and how effectively they carry out the job duties you've obligated to them."

Employee conduct determines whether customers are satisfied or dissatisfied as a result of staff-customer engagement (Flanagan & Phi, 2023). Improved performance leads to higher levels of customer satisfaction, which leads to happier employees. Employees that have a positive attitude and deliver excellent customer service are more likely to assist customers. As a result, customers have a more pleasurable shopping experience, which increases consumer loyalty and profitability. The relationship between staff performance and customer happiness has been studied. Customer happiness is a key indicator of a company's success, which is decided by staff performance (Faeni et al., 2023). Although employee performance is determined by three elements: knowledge and skills, motivation, and working environment, if one of these criteria is harmed, the other two will definitely follow. Employees' working conditions are regarded to have a significant impact on turnover. The problem is determining how to boost employee involvement in the organization. Understanding what motivates each individual is crucial for enhancing job satisfaction, inspiring employees to continuously

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produce high levels of performance, and increasing customer satisfaction. Modern firms are increasingly concerned with how to link customer happiness with employee engagement. Three attributes are thought to influence customer satisfaction: reliability, empathy, and knowledge (Elshaer et al., 2023). When performance goals are clearly defined, employees are more invested in behaviours that assist them meet customer expectations (Bui & Le, 2023). According to Ausat (2023), each employee's performance can contribute to the company's overall efficacy, which can be assessed by how well consumers perceive the service, their satisfaction with the experience, and their loyalty to the brand. Several prior research (Elshaer et al., 2023; Bui & Le, 2023) discovered a significant link between staff performance and service quality.

The work environment is defined by Lopes and Gomes (2023) as the physical component of a workplace that influences job happiness, health, focus, and productivity. According to the study, the best practical way for reducing sick days, lowering turnover rates, and enhancing individual employee productivity, job satisfaction, and performance is to create a cheerful work environment. According to Elshaer et al., (2023) and Flanagan & Phi, (2023), workers may be unsatisfied with their workplace. According to Jaaron, Pham, and Cogonon (2023), the work environment serves as a link between workers and the workplace. The setting is the environment in which people perform their tasks. According to Biliska et al., (2023), workplace settings have a direct impact on workers' levels of stress and job satisfaction. Employee productivity frequently increases when a business is able to provide a pleasant working environment. The work environment, according to Spector (1997), encompasses employment stability, employee safety, interpersonal relationships, recognition, and the ability to participate in decision-making. Employees are more likely to be satisfied with their jobs when they feel appreciated by the firm.

According to Lopes and Gomes (2023), there are three sorts of work settings. The technical environment was initially defined as the tangible components of a workplace, such as tools, equipment, and technology infrastructure, that allow workers to do their responsibilities. Second, a healthy social environment is critical for generating informal workplace contacts that promote the exchange of ideas, knowledge, and information. Peers, a work team, management, and leadership were given as examples of the human environment. The organizational environment, on the other hand, is the third sub-environment. It is the type of situation in which management can have an impact on the workplace. For example,

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organizational philosophies, beliefs, systems, processes, and practices. According to Herzberg (1966), work environments include ventilation, lighting, equipment, tools, facilities, space, and other elements. According to Benaraba et al., (2023) and Herzberg (1996), the work environment contains components such as fair treatment at work, communication, culture, regulations, and processes, in addition to what has already been mentioned. Jones (2022) defines a person's work environment as "the areas and amenities required for them to perform their duties, their interactions with superiors, the equality culture present, the communication methods used, the reasons why they chose to work for that particular company, and risk reduction methods." There are three types of workplace environments (Sun et al., 2023). These three environments were labeled as physical, mental, and social. Physical environments include climate, noise level, infrastructure, and facilities. Exhaustion, boredom, and coworker relationships are just a few examples of the mental environment. The social environment of a worker refers to their sense of belonging to the social group they joined.

Occupational safety, as described by Colmekcioglu et al., (2023), is "the manner in which an organization protects its employees from peril and damage." According to the study, corporations must emphasize employee safety because it directly affects enterprises' and sectors' financial health. According to Su et al., (2023), organizations engage in proper safety behaviours to limit the likelihood of adverse impacts. According to Johann (2022), safety is the absence of risk, injury, or loss, as well as the possibility of unintended or intentional harm. According to Szlachciuk et al., (2022), employees who have a negative attitude toward workplace safety are more likely to engage in dangerous activity. Employees that are perceived to have employment anxiety, tension, or insecurity will exhibit negative thoughts and behaviours (Koh, 2020). As a result, firms must emphasize workplace safety to reduce or eliminate potential unethical or illegal activity among employees (Yin & Ni, 2021).

Workplace safety must be maintained to a specific degree, according to Akwue (2011), in order to control recognized hazards and increase the organization's capacity to address undetected safety concerns. All staff, including upper management, middle-level managers, and lower-level employees, are required to adhere to safety procedures and regulations (Cahyadi & Newsome, 2021). According to Mulder (2020), workplace safety is defined as "protecting employees from the risk of injury or loss." Furthermore, safety can be defined as the absence of injury throughout an employee's interaction with their workplace (Gupta & Sahu, 2021). According to Kreitner (2007), a safe working environment is an important factor

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in affecting worker satisfaction. Some organizations integrate safety needs in their policies in order to meet their employees' safety demands as a way to ensure that their employees can work in a safe environment.

Safety is a fundamental human need, according to Maslow's (1954) Hierarchy of Needs theory. According to the researcher, it is critical to identify safety standards by determining the settings that can meet employees' safety needs as well as the types of dangers that can imperil workplace safety. Organizations should encourage employee participation in safety training to increase workplace safety (Gupta & Sahu, 2021).

Yin and Ni (2021) discovered that individuals who are eager to achieve a specific objective or purpose prioritize the reward or incentive over workplace safety. Employees engage in dangerous behaviours as a result. According to Mulder (2020), employee theft is a big danger for all businesses, notably the hotel industry. This occurred as a result of employees in this field being continually exposed to not only currency, but also tangible gifts and food.

The relationship between employees and the environment in which they work is defined as the work environment (McCartney et al., 2022). Individuals who work together in the workplace and have equivalent jobs or ranks are referred to as coworkers (Gerung et al., 2022). According to Abdou et al., (2022), coworker connections are a sort of interpersonal relationship. It is separated into two dimensions: relationships between leaders and exchanges between colleagues. The leader-member relationship includes both vertical and horizontal links between employees, other groups, and the entire organization. The researchers in the Hamouche, Koritos, and Papastathopoulos, (2023) study define coworkers as persons who are empathic, helpful, concerned, and offer advice to their peers. Coworker relationships, according to Usman et al., (2021), are characterised by friendliness, acceptance, and loyalty. Subordinates' trust, confidence, and respect for their superiors define coworker relationships (Shin et al., 2022).

Social support is crucial, according to Maslow's Hierarchy of Needs. A social need is defined as the urge for affiliation, which relies on connection with coworkers. Employee social support, for example, is essential for increasing employee performance and maintaining strong bonds with coworkers (Dewi,2021). According to Cahill and Sias (1997), employees form relationships with their coworkers in order to gain social support and camaraderie. When there are a few pleasant and supportive coworkers in the office, employee job satisfaction will rise. According to Elshaer et al., (2023), coworker relationships have four basic goals. Because



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coworker relationships can evaluate apprentices and award membership in a profession, they support the fundamental purpose of occupational socialization. Employees with positive relationships will watch out for one another inside the organization. Third, when coworkers form supportive relationships, they prefer to support one another even when they disagree with persons in positions of power inside the firm. Finally, coworker relationships improve group identity identification by allowing employees to participate in activities such as birthday celebrations.

According to Uddin et al., (2023), research, work-life balance is the process through which an individual seeks a suitable balance between the qualities of work and life. According to the experts, job-life balance can also be defined as an individual's sense of satisfaction with career and family responsibilities. Labor-life balance, in general, refers to a balance of three components: paid labour, unpaid work, and personal leisure (Liu-Lastres, Wen, & Huang, 2023). According to Deshpande and Srivastava (2023), work-life balance is crucial in five aspects of a worker's life. Examples include work, family, acquaintances, one's health, and oneself. According to Natakusumah et al., (2022), an employee-focused culture enhances staff productivity and job satisfaction. Employees will have less time to spend with their families if their employer promotes a work-life imbalance culture, such as work excess. They may overlook significant events such as a family member's birthday.

Work-life balance may also be defined as the balance between the time and effort people devote to their careers and their commitments in maintaining a peaceful lifestyle. Individuals must learn how to balance their professional and personal life. According to Cho et al., (2022), some firms support work-life balancing practices as part of their corporate culture, whereas others raise their employees' welfare and job satisfaction by adopting work-life balance initiatives. Employees' work-life balance can be improved by introducing flexible work hours or reducing working hours so that employees can spend more time with their families (Deshpande & Srivastava, 2023).

### Conclusion

Malaysia's tourist industry has developed considerably in recent years, accounting for the third largest part of the country's GDP after manufacturing and commodities. The hotel industry has grown in tandem with both local and international tourism. In view of the rapid annual changes in the tourism industry and the unanticipated shift in the business climate, hotel

owners should reconsider their approaches for developing client loyalty and preserving success. Furthermore, factors such as the global spread of contagious diseases may have an impact on hotel operations abroad. The COVID-19 pandemic has wreaked havoc on the travel and tourist industry. The phrase "work-life balance" refers to the moment at which one's professional obligations no longer dominate one's personal life. The two areas of one's life that require equal attention are one's profession and one's personal life. Several firms conduct initiatives to help their employees establish a better balance between their work and personal life in order to improve their employees' well-being and job happiness. For example, family-friendly policies that allow employees to work flexibly or reduce working hours so that they can spend more time with their families are beneficial to employees' work-life balance.

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