

What kind of leadership behaviours impact the organisational commitment of employees in the resort sector of Maldives?

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ABSTRACT

While there is growing evidence in management that supervisors play a crucial role in enhancing the organisational commitment of employees, little is known about the indirect effect of leadership style on organisational commitment through family supportive supervisor behaviour. In addition, knowledge of how employees' perceptions of family supportive supervisor behaviour affect work outcomes is also limited. Drawing on Affective Events Theory and Social Exchange Theory, it is hypothesised that supervisors who adopt a transformational leadership style and family supportive supervisor behaviour are more likely to affect organisational commitment positively. This quantitative study was conducted for the resort employees of the Maldives with experience in the current resort for more than one year. Data were collected using an online form. The results of structural equation modelling using a bootstrapping technique show that transformational leadership style is positively related to organisational commitment and family supportive supervisor behaviour mediates the relationship between transformational leadership style and organisational commitment. This result indicates that employees with supervisors who use transformational leadership styles are more likely to perceive a higher level of family supportive supervisor behaviour, which positively affects job outcomes such as organisational commitment. Therefore, it is recommended that resort managers adopt a transformational leadership style and family supportive supervisor behaviour to increase employees' organisational commitment. This result can be further utilised to address the high turnover rate in the resort sector.

Keywords: transformational leadership style, family supportive supervisor behaviour, organisational commitment, resort islands, hospitality and tourism industry

INTRODUCTION

The rapid development of the hospitality industry has been evident over the past decade (Michel et al., 2020). This includes almost all types of tourist facilities including hotels, guesthouses, resorts, cruise lines and restaurants. Employees in the hospitality industry play a vital role in providing good quality service to customers (Radwan, 2020). The service experienced by customers is crucial in forming customers' perceptions towards the hotel (Yeh, 2019). Therefore, taking care of the employees by motivating, training and making them committed to the organisation is essential to enhance customer loyalty and satisfaction. This becomes a great challenge to a hotel manager due to the heavy workloads, irregular holidays, and inflexible working hours. Besides, due to these stressful factors, the employee turnover rate is high in the hospitality industry around the world (Guzeller & Celiker, 2020). According to Marinakou and Giousmpasoglou (2019), some of the reasons behind the high turnover rate include issues with management teams, organisational culture, fewer career opportunities, low wages, generation differences and seasonal working conditions.

The extant literature revealed that employee turnover can be reduced by increasing organisational commitment. Guzeller and Celiker (2020) found that employees who are unable to form a strong emotional bond with the organisation are more likely to leave the organisation in the hospitality and tourism industry. According to Firth et al. (2004), leadership style directly affects team members' organisational commitment and job satisfaction, which in turn affects and shapes employee turnover intention. Transformational leadership is one of the most effective leadership styles influencing organisational commitment (Radwan, 2020; Afshari, 2021). In addition, the turnover intention of employees can be minimised when leaders exhibit family supportive supervisor behaviour (Hammer et al., 2009; Alshutwi, 2016). Leadership behaviours that can be modified to address the needs of subordinates can increase organisational commitment (Mwesigwa et al., 2020). Thus, understanding leadership behaviours that can impact employees' organisational commitment is of utmost importance to address the high turnover rate in the hospitality and tourism industry.

Maldives is a small island nation located southwest of the Indian subcontinent and approximately 450 miles southeast of Sri Lanka across the equator. It comprises 26 major atolls and 1,190 small islands distributed across an area of around 90,000 square kilometres. Maldives may not be clearly visible on the map, but it is considered a luxury destination for tourists. The country's natural beauty, including the sea, sun, and sandy beaches, makes it attractive to tourists. The country's tourism model is unique: each resort occupies an island separated by sea from local communities and is considered a separate hotel. The population of this island consists of only workers and tourists and outsiders are not allowed to enter without permission.

Tourism is the engine that propels the economy of the country, with linkages to various related economic activities and is one of the leading sources of employment opportunities. The tourism industry is the main contributor to the country's GDP, contributing 26%. The lifeline of the country is tourism and several island communities depend on this industry for their livelihoods (Maldives Bureau of Statistics, 2020). According to the Ministry of Tourism (2022), there were 164 resorts/marinas operating at the end of the year 2022.

Despite the success of the tourism industry of the Maldives, a high turnover rate exists in the resort sector which increases the cost of hiring and training employees. To retain the success of the industry, it is important to retain talented employees. Some of the factors that affect employee retention include proximity to home island, social isolation and family issues (Netthasinghe, 2016).

Since the resort islands are separated by sea, employees tend to stay and live in the resorts, making them socially isolated from the local community. The statistics show that 89% of the workforce resides at the resorts (Maldives Bureau of Statistics, 2020). Employees are unable to visit their families frequently. Some employees visit their families once every three or six months or once a year. The geographical isolation of the island creates a barrier for employees to travel back to their residences and families frequently. Thus, while staying at the resorts employees need support and care from their supervisors and the leadership, especially in resolving work-family conflict and balancing work-family life. Leadership style and behaviours may lessen the impact of major issues associated with the hospitality sector, which includes employee turnover, commitment and managing the company in an uncertain environment (Elkhwesky et al., 2022). Employees who work with transformational leaders get psychological benefits that lead them to perceive their supervisor as having a higher level of family supportive supervision, which is a beneficial work resource that improve occupational health (Kossek, et al., 2018). Studies indicated that leadership perception and leaders' behaviour have a significant impact on work-family support, health, and productivity of employees (Hammer et al., 2011).

Past studies have revealed that, although research on leadership styles in the hospitality industry has advanced over the past 13 years, several leadership styles remain under-researched in the hospitality industry with their outcomes (Elkhwesky et al., 2022). Several antecedents of organisational commitment have been studied in the past including transformational leadership style. However, family supportive supervisor behaviour as an antecedent of organisational commitment and the mediating role of family supportive supervisor behaviour in transformational leadership style and organisational commitment has received insufficient attention in past studies. Only limited studies related to leadership and organisational commitment are available in the hospitality industry from Asian countries, especially developing countries. In addition, most leadership studies have been conducted

in hotels. Elkhwesky et al. (2022) call for future researchers to conduct leadership-style studies for other types of tourist facilities including resorts targeting employees, customers and managers.

Therefore, this research bridges the gap in the literature. In addition, this research would aid in managing human resources in the hospitality and tourism industry.

With this background, the aim of the study is to analyse the relationship between transformational leadership style and organisational commitment and to investigate the mediating role of family supportive supervisor behaviour in the relationship between transformational leadership style and organisational commitment.

THEORY AND HYPOTHESES

The conceptual framework of this study has been formulated based on two theories: Affective Events Theory (AET) and Social Exchange Theory.

Affective Events Theory

Studies conducted using AET in the leadership area have highlighted that leadership behaviour is a significant affective event in the workplace that can set off a range of affective reactions among subordinates and subsequently influence their behaviour and other kinds of outputs (Cropanzano et al., 2017). AET states that things that happen at work can cause people to have either positive or negative emotional reactions, which in turn prompt individuals to produce corresponding results (Feng et al., 2024). This theory also highlights that affective reactions are not caused directly by events, but rather that employees' affective events are preceded and determined by their cognitive interpretation of those events. The central idea of this theory states that affective reactions mediate the relationship between work events and outputs. Transformational leadership style and family supportive supervisor behaviour are regarded as an observable collection of behaviours that occur throughout interpersonal interactions among the leaders and subordinates. Leaders who have transformational characteristics and family supportive supervisor behaviour may stimulate employees' affective reactions, attitudes, and behaviours that can impact their emotional attachment to the organisation.

Social Exchange Theory

Social Exchange Theory explains how two or more people interact behaviourally and how that interaction reinforces the other person's behaviour with the hope that this exchange would benefit both parties (Blau, 1964). In accordance with this theory, transformational leadership style and family supportive supervisor behaviour can be an important driver of organisational commitment. Employees feel attached to the organisation and benefit from their supervisor's support in a working environment with a management-supportive atmosphere. The end result can be that employees stay in the organisation for a long time.

Organisational managers must adopt transformational leadership behaviours and family supportive supervisor behaviour as a strategy to reduce work-family conflict issues (Kailasapathy & Jayakody, 2019). Therefore, it is believed that transformational leadership style and family supportive supervisor behaviour can enhance organisational commitment.

Organisational Commitment

Organisational commitment is an important concept in the hospitality industry for individuals and organisations since successful hotel operations depend on pleasant relationships between employees and customers (Patlar & Wang, 2016). Organisations frequently work to encourage employee commitment to establish stability and reduce employee turnover (Meyer & Allen, 2004). Meyer and Allen (1991) considered organisational commitment as a multidimensional construct encompassing affective, normative and continuance commitment. Affective commitment reflects desire, and employees stay in the organisation because they want to. Employees with a high normative commitment remain because of their obligation towards the organisation. Continuance commitment is the cost of leaving the organisation and employees stay because they have to do so. Thus, organisational commitment is the employees' attachment to the organisation. Commitment entails an intention to stick with a plan of action and remain in the organisation. Therefore, organisational commitment is more than loyalty and implies a good relationship with the organisation where employees put forth extra effort in achieving organisational goals (Mowday et al., 1979). Studies have consistently indicated that a decrease in turnover can be attributed to commitment (Tett & Meyer, 1993; Meyer et al., 2002).

Transformational Leadership Style

Transformational leadership emphasises intangible attributes like common values, a shared vision, and ideas to foster connections, provide meaning for various actions, and motivate individuals to participate in the process of transformation (Daft, 2015). Hence, transformational leadership characteristics include their exceptionally charming charisma which makes them more inspiring, and they can develop themselves to create a high-performance team. According to Bass (1985), transformational leaders focus on increasing followers' participation in attaining organisational objectives. Transformational leaders motivate employees to see beyond their narrow self-interest in pursuit of a common objective. This is achieved through idealised influence, encouraging creative behaviour from employees, supporting and mentoring employees, and providing inspirational motivation. Transformational leadership was found to generate psychological resources for employees such as experiencing work-family supportive behaviours from their supervisors (Kossek, et al., 2018).

Family Supportive Supervisor Behaviour

Family supportive supervisor behaviour refers to behaviours of supervisors that are helpful and supportive in resolving work-family conflicts and balancing work and family responsibilities (Hammer et al., 2009). Family supportive supervisor behaviour was developed from the social support theory and is considered a type of informal support given to the subordinates by the supervisor. Hence, Family supportive supervisor behaviour is conceptualised from the perception of subordinates. As per Hammer et al. (2009), Family supportive supervisor behaviour is a multidimensional construct which includes four sub-dimensions: emotional support, role modelling, instrumental support, and creative work-family management. Emotional support can be showing empathy towards subordinates. An example of instrumental support includes facilitating when employees request to visit their families. Role modelling is when leaders show subordinates taking time to care for their families. Creative work-family management can be when leaders plan ways to support family needs. When supervisors provide assistance to subordinates regarding their family issues, positive effects have been observed on employees' attitudes and behaviours (Hammer et al., 2009; Kossek et al., 2018).

Transformational Leadership and Organisational Commitment

Yahaya and Ebrahim (2016) assert that employees' commitment is significantly affected by the leadership style of their supervisors. Hence, Mwesigwa et al. (2020) reaffirmed that employee commitment can be increased by adopting the right leadership style that matches the needs of subordinates. Radwan (2020) recommended adopting a transformational leadership style to impact the organisational commitment of employees in the hospitality industry. However, few studies examined how transformational leadership style affects organisational commitment in the hospitality and tourism industry (Yuan et al., 2021; Radwan, 2020; Dlamini et al., 2017) and results differ in different cultures and industries. Several leadership styles have not been thoroughly studied with their outcomes in the hospitality industry and studies lack sufficient empirical support (Elkhwesky et al., 2022). The behaviour of transformational leaders focuses on inspiring followers to go beyond expectations and engaging them in accomplishing organisational goals (Radwan, 2020). Using transformational leadership in the hotel sector will lead to motivated and satisfied employees (Dlamini et al., 2017). In the Maldives civil service sector, transformational leadership style and affective commitment were found to have a significant relationship (Sudha et al., 2023). This was the only study found related to this area and this relationship is not clear in the resort sector of the Maldives.

In the hotel sector of China, Yuan et al. (2021) found a positive and significant relationship between transformational leadership and affective commitment and the study stressed that moral modelling, articulate vision, individualised consideration and leader charisma nurtured

the commitment of employees. Radwan (2020) studied the hotel sector of Egypt and found a significant relationship between transformational leadership style and organisational commitment and recommended that hotel managers must adopt transformational leadership style to sustain employees' commitment. Dlamini et al. (2017) also found a significant relationship between transformational leadership style and organisational commitment and suggested that leaders must have transformational behaviours such as igniting enthusiasm and promoting unity in achieving organisational vision to increase employees' emotional attachment to the organisation and to continue serving the organisation. In different sectors, several other studies found a significant and positive relationship between transformational leadership style and organisational commitment (Mwesigwa et al., 2020; Mayowa-Adebara & Opeke, 2019; Eliyana & Muzakki, 2019; Acquah, 2019). Hence, the following hypothesis has been proposed.

H1: There is a significant relationship between transformational leadership style and organisational commitment.

Transformational Leadership and Family Supportive Supervisor Behaviour

Transformational leadership style is likely to be associated with family supportive supervisor behaviour since when employees raise work-family issues, transformational leaders have the ability to step in and help resolve conflict, thereby providing family support. Transformational leaders exhibit good behavioural patterns such as inspiring staff members, fostering intellectual stimulation, and demonstrating concern for the needs of their followers (Bass & Avolio, 1994). Through this, transformational leaders improve employee well-being which leads to a decrease in work-family conflict (Arnold, 2017). Supervisors who use transformational leadership, exert effort to reduce work interference with family conflict by enhancing family supportive supervisor behaviour (Kailasapathy & Jayakody, 2019). This can be achieved by developing an informal work-family supportive culture and by making efficient use of formally available resources. Transformational leaders will have the necessary skills for family supportive supervisor behaviour (Straub, 2012). Transformational leadership style may be associated with family supportive supervisor behaviour because the traits of transformational leaders inspire behaviours congruent with family supportive supervision (Kossek, et al., 2018). It is possible that subordinates' perception of family supportive supervisor behaviour might be attributable to the general characteristics of the transformational leadership style. Kossek et al. (2018) found a positive and significant relationship between transformational leadership style and family supportive supervisor behaviour indicating that supervisors with a higher level of transformational leadership style were more likely to be considered by their subordinates as using a higher level of family supportive supervisor behaviour. Kailasapathy and Jayakody (2019) also revealed a significant positive relationship between transformational leadership

style and family supportive supervisor behaviour. Based on this empirical evidence, the hypothesis below is proposed.

H2: Transformational leadership is related to family-supportive supervisor behaviour.

Family Supportive Supervisor Behaviour and Organisational Commitment

In the extant literature on organisational commitment in the hospitality industry, several factors such as transformational leadership style, tourism involvement, employee creativity and trust in leadership were found to have a significant effect on organisational commitment (Dlamini, et al., 2017; Yeh, 2019, Radwan, 2020; Yuan et al., 2021). However, the relationship between family supportive supervisor behaviour and organisational commitment is lacking in past studies. Family supportive supervisor behaviour is derived from supervisor support. According to Yang et al. (2019), supervisor support has a greater impact on increasing organisational commitment. When managers provide support to their staff, it demonstrates that the organisation values and recognises the worker's abilities, which can strengthen workers' organisational commitment, loyalty to the organisation, and sense of belonging (Gorgulu & Akilli, 2017). Support from supervisors can increase employees' organisational commitment, which lowers turnover (Dewan & Myatt, 2008). Greenhaus and Powell (2006) discussed the idea of "work-family enrichment," which holds that supervisor support can reduce conflict and also improve workers' general well-being, fostering a stronger organisational commitment. (Greenhaus & Powell, 2006).

The emotional support component of family-supportive supervisor behaviour focuses on communicating with subordinates and getting to know their obligations in their personal and family lives. This may be connected to the affective component of organisational commitment, which is the connection that employees have with their employer (Mowday et al., 1979). Employees' affective commitment may rise when they feel comfortable speaking with their supervisor since their expectations are aligned with their self-fulfilment and accomplishments in the organisation. The creative work-family management component of family supportive supervisor behaviour can be related to the continuance and normative commitment of organisational commitment. Employees view it as a benefit when managers proactively rearrange work to promote a balance between work and non-work life, and this may boost normative and continuance commitment. Therefore, it is assumed that an employee's organisational commitment increases when their supervisor helps them strike a balance between work and family obligations. This leads to the development of the following hypothesis.

H3: Family supportive supervisor behaviour is related to organisational commitment.

The mediating effect of family supportive supervisor behaviour between transformational leadership style and organisational commitment.

According to Arthur and Hardy (2014), there are several benefits of transformational leadership style for both companies and workers, such as improved job performance, organisational commitment, and employee organisational citizenship behaviour. Afshari (2021) highlighted that little attention has been given to understanding the process through which transformational leadership generates these links and the effects that follow in various cultural contexts. Although the link between transformational leadership style, family supportive supervisor behaviour and organisational commitment is clear, the mediating role of family supportive supervisor behaviour in the association between transformational leadership style and organisational commitment is not evident in past studies. According to Elkhwesky et al. (2022), there are many flaws in the research of mediating and moderating factors in the leadership styles research in the hospitality sector.

Transformational leaders give their followers a positive purpose for their work and appeal to their followers' sense of purpose (Afshari, 2021). This sense of purpose to the followers is provided when they present a compelling vision for the organisation and motivate followers to work hard on achieving that mission (Bass, 1985). Transformational leaders can reduce the work-family conflict faced by employees through their family supportive supervisor behaviour that can increase organisational commitment. The characteristics of family supportive supervisor behaviour show concern for their employees' well-being by helping them reconcile their duties to their families and their jobs and resolving conflicts (Hammer et al., 2009). Employees will have less work-family conflict and more job satisfaction when they perceive their supervisor assists them in their family duties. This perceived assistance and support from supervisors fosters a greater sense of belonging and loyalty to the organisation, enhancing organisational commitment. Hence, transformational leadership can enrich organisational commitment by fostering a supportive environment where supervisors actively support their employees' family responsibilities. Therefore, it is hypothesised that family supportive supervisor behaviour can act as an intermediary mechanism through which transformational leadership influences organisational commitment. Based on this argument, the following hypothesis is developed.

H4: Family supportive supervisor behaviour mediates the relationship between transformational leadership style and organisational commitment.

RESEARCH METHODOLOGY

Sample

Using a simple random sampling method, the study sample consists of 250 randomly selected employees from the resorts of Maldives with a bed capacity of more than 450 beds. Considering the inclusion criteria, the study focused on a population of around 900 employees. The target sample size was set at 260, determined by considering the minimum sampling requirements by established sampling principles, the potential for missing data,

and the expected response rate. The study sample comprises full-time permanent staff members with work experience in the current resort for more than 1 year and employees who reside there. These employees work in a variety of disciplines such as administration, accommodation, transportation, food and beverage, recreation and other fields including marine work. Nevertheless, those workers in the outsourced area are excluded from this study. Since it is not feasible to visit these resort islands, data was gathered online using a Google Form with the assistance of the resort management. The resort management was contacted by phone, and they shared the link to the Google Form with the employees who were qualified and consented to participate in the study.

Research Method

Considering the difficulty of travelling to the resorts, a cross-sectional method and a quantitative approach were adopted for this study. The research strategy employed is a case study and a deductive approach was used.

Measures

TCM Employee Commitment Survey developed by Meyer et al. (1993) was used to measure organisational commitment. Among these items, four items were re-coded and are considered “reverse-keyed” items. Transformational leadership style was measured using the Multifactor Leadership Questionnaire (MLQ) by Bass and Avolio (2004). Items used to measure family supportive supervisor behaviour were adopted from the Family Supportive Supervisor Behaviour Short Form developed by Hammer et al. (2013). A five-point Likert scale, with anchors of 1 denoting “strongly disagree” and 5 denoting “strongly agree,” was used to rate each item. A sample item in organisational commitment includes “I would be very happy to spend the rest of my career with this organisation”. The statement “The person I am rating....talks optimistically about the future” is a sample item from MLQ. An example of a family supportive supervisor behaviour item is “My supervisor makes me feel comfortable talking to him/her about my conflicts between work and non-work” (Hammer et al., 2013).

Data Analysis

There were four sections in the questionnaire. The demographic questions were in Part A, transformational leadership questions were in Part B, the questions on family supportive supervisor behaviour were in Part C, and the questions about organisational commitment were in Part D. Due to the limitation of educational qualification of resort employees to comprehend English adequately, the questionnaire has been translated into Dhivehi and is bilingual in both Dhivehi and English. Most of the employees in the study are male (90%), married (66.4%), aged 31–40 (46.4%), basic education level (29.6%) and have 1–2 years of experience in the current resort (42.8%). For all the variables used in this study, the reliability test, normality test using P-P plots, Standardized Residual Histogram,

Skewness and Kurtosis, Tolerance and VIF, Mahalanobis Distance and Scatter Plot, factor analysis were conducted, and all values were within the acceptable threshold. The data was analysed using Statistical Package for the Social Sciences (SPSS) software and AMOS software (version 24). Exploratory Factor Analysis (EFA) was conducted for the variables to see the factor structure within the Maldivian context. Confirmatory factor analysis, or CFA, was used to examine the measurement model's validity as well as the distinctiveness and convergence of the variables under investigation. The model's reliability was assessed using Cronbach's alpha and composite reliability. Structural Equation Modelling (SEM) was conducted to check the association between transformational leadership style, family supportive supervisor behaviour and organisational commitment. A bootstrapping technique using AMOS was employed to check the mediation analysis of family supportive supervisor behaviour between transformational leadership style and organisational commitment.

Ethical Consideration

Before proceeding with the survey, a brief explanation of the purpose of the study was given to the participants and their consent was taken. In addition, they were informed about the voluntary participation and the option to discontinue at any given time. Personal information such as their name, email address and the name of the resort were not collected.

RESULTS

Validity and Reliability

The final structural model is provided in Figure 1 and it includes 18 items of transformational leadership style, 4 items of family supportive supervisor behaviour and 8 items of organisational commitment. The confirmatory factor analysis examination revealed a statistically good model fit ($\chi^2/df = 2.007$, CFI = .943, RMSEA = .064).

According to Table 1, all factor loadings are beyond the threshold of 0.5, AVE values are above 0.5 and composite reliability values are more than 0.7. These values indicate good convergent validity (Hair, Black, Babin, Anderson, & Tatham, 2006).

The Heterotrait-Monotrait Ratio (HTMT) is calculated and provided in Table 2 to check the discriminant validity. As per Table 2, all HTMT ratios are less than 0.9, establishing discriminant validity.

Figure 1. Structural model

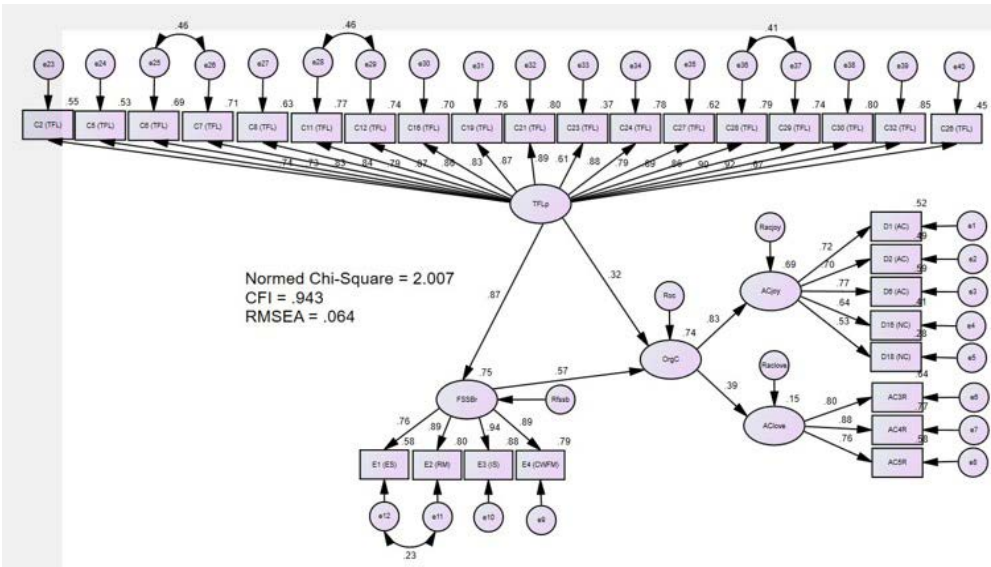


Table 1. Standardised factor loadings, average variance extracted (AVE), and composite reliability (CR)

Construct and Item	Standardised Loading	AVE	Composite Reliability
Transformational leadership style		.68	.95
TFL1	.745		
TFL2	.728		
TFL3	.828		
TFL4	.844		
TFL5	.795		
TFL6	.875		
TFL7	.860		
TFL9	.835		
TFL11	.874		
TFL12	.894		
TFL13	.608		
TFL14	.884		
TFL15	.668		
TFL16	.786		
TFL17	.886		
TFL18	.863		
TFL19	.892		
TFL20	.922		

Family-supportive supervisor behaviour		.76	.92
ES	.761		
RMB	.892		
IS	.937		
CWFM	.888		
Organisational commitment		.54	.90
AC1	.719		
AC2	.699		
AC3R	.799		
AC4R	.877		
AC5R	.761		
AC6	.770		
NC4	.642		
NC6	.529		

Table 2. Discriminant validity—HTMT ratio

	TFL	FSSB	OC
TFL			
FSSB	0.85		
OC	0.66	0.68	

Results of hypothesis testing

Table 3 provides the results of the hypothesis testing based on the path analysis of Structural Equation Modelling.

Table 3. Hypothesis testing (maximum likelihood estimates)

		Standardized Estimate	t-value	p-value	Results
FSSB	← TFL	.865	16.227	***	Significant
OC	← TFL	.318	2.060	.039	Significant
OC	← FSSB	.572	3.160	.002	Significant

*** p < .001; * p < .05

Hypothesis 1: There is a significant relationship between transformational leadership style and organisational commitment.

Table 3 shows a positive and significant relationship between transformational leadership style and organisational commitment (b = .318, t = 2.060, p < .05). Therefore, Hypothesis 1 was supported.

H2: Transformational leadership is related to family-supportive supervisor behaviour.

The statistical values in Table 3 demonstrated a positive and significant relationship between transformational leadership and family-supportive supervisor behaviour ($b = .865$, $t = 16.227$, $p < .001$). Hence, Hypothesis 2 was supported.

H3: Family supportive supervisor behaviour is related to organisational commitment.

It is evident from Table 3 that the relationship between family supportive supervisor behaviour and organisational commitment is positive and significant ($b = .572$, $t = 3.160$, $p < .05$). Thus, Hypothesis 3 was also supported.

Results of mediation analysis

H4: Family supportive supervisor behaviour mediates the relationship between transformational leadership style and organisational commitment.

Table 4 depicts the results of the mediation analysis using the bootstrapping technique. As seen in Table 4, the mediating role of family supportive supervisor behaviour is present between transformational leadership style and organisational commitment. The results revealed a significant and positive indirect effect of transformational leadership style on organisational commitment through family supportive supervisor behaviour ($b = .495$, $p < .05$). Since the confidence interval between the lower and upper bounds did not cross zero, this indirect effect is significant. Therefore, Hypothesis 4 was supported. As the direct effect of transformational leadership style on organisational commitment in the presence of a mediator was also significant ($b = .318$, $t = 2.060$, $p < .05$), there is a partial mediation of family supportive supervisor behaviour in the relationship between transformational leadership style and organisational commitment.

Table 4. Mediation analysis

Relationship	Direct Effect	Indirect Effect	Confidence Interval		P value	Conclusion
			Lower Bound	Upper Bound		
TFL → FSSB → OC	.318 ($p < .05$)	.495	.194	.873	.002	Partial Mediation

Source: Author's calculation.

DISCUSSION

This research examined the relationship between transformational leadership style and organisational commitment and the mediating role of family supportive supervisor behaviour in the relationship between transformational leadership style and organisational commitment. From the above analysis, it can be demonstrated that there is a positive and significant relationship between transformational leadership style and organisational commitment. This indicates that when leaders adopt a transformational leadership style, employees' organisational commitment can be enhanced. This research finding is supported by previous research conducted in different industries (Acquah, 2019; Eliyana & Muzakki, 2019; Mayowa-Adebara & Opeke, 2019; Mwesigwa et al., 2020; Afshari, 2021). In the context of the Maldives, Sudha et al. (2023) also found a positive relationship between transformational leadership style and affective commitment in the Civil Service Commission. In the hospitality and tourism industry, several studies found similar results, but the studies were limited to hotels, not resort islands (Dlamini et al., 2017; Radwan, 2020; Yuan et al., 2021). Contrariwise, these research findings contradict previous research in different industries (Gardner, 2018; Nanjundeswaraswamy, 2021; Oyewobi, 2022). The positive relationship between transformational leadership style and organisational commitment implies that the leaders in the resorts of Maldives are more compassionate and adaptable, assist workers in reaching their objectives, pay attention to their needs, and foster trust. The charismatic style and the way leaders motivate their followers to go beyond what is expected are being considered by the employees as good characteristics of a leader. As a result, workers respect, trust, and appreciate their leaders, and they also feel valued and that they are a part of the organisation, which increases employee commitment. This in turn affects employees psychologically and makes them more attached to the organisation. Thus, these employees work hard to achieve organisational objectives. Transformational leaders appeal to their followers' sense of purpose and give them a positive purpose for their work (Afshari, 2021). In the hospitality and tourism industry, transformational leadership can result in motivated and satisfied employees (Dlamini et al., 2017). Hence, it is concluded that a transformational leadership style is essential in enhancing employees' organisational commitment in the resorts of Maldives.

The next important finding of this study is that family supportive supervisor behaviour mediates the relationship between transformational leadership style and organisational commitment. While analysing this mediation relationship, it was revealed from this study that there is a positive and significant relationship between transformational leadership style and family supportive supervisor behaviour and family supportive supervisor behaviour and organisational commitment. The positive relationship between transformational leadership style and family supportive supervisor behaviour suggests that employees of Maldivian resorts believe that leaders who use transformational leadership style also use family

supportive supervisor behaviour extensively. This could also indicate that staff members are comfortable addressing work-family issues with leaders because of their transformational qualities. Furthermore, because followers live together on an island, leaders get to know them well, develop a strong bond with them, and offer assistance in resolving work-family conflicts. This finding is supported by Kossek et al. (2018) and Kailasapathy and Jayakody (2019). Transformational leaders can foster an informal supportive organisational culture and they can reduce work interference with family conflict by enhancing family supportive supervisor behaviour (Kailasapathy & Jayakody, 2019). The positive relationship between family supportive supervisor behaviour and organisational commitment signifies that when supervisors assist employees in managing work-family conflicts, a sense of belonging towards the resort can be developed which leads to an increase in organisational commitment. The literature lacks studies conducted on this relationship. However, from the literature, it is evident that supervisor support which is the main umbrella of family supportive supervisor behaviour is essential in increasing employees' organisational commitment (Yang et al., 2019; Greenhaus & Powell, 2006). The partial mediation effect of family supportive supervisor behaviour on the relationship between transformational leadership style and organisational commitment implies that there is an indirect effect of transformational leadership style on organisational commitment and this effect goes through family supportive supervisor behaviour. This means that because of the characteristics of charisma, idealised influence, individualised consideration, intellectual stimulation, and inspirational motivation, transformational leaders support their employees with work-family issues which make employees emotionally attached to the organisation. Therefore, these employees stay in the organisation and are more loyal which decreases turnover intention. This finding indicates that having supervisors with transformational leadership styles and family supportive supervisor behaviour can enhance employees' organisational commitment in the resorts of the Maldives. According to Straub (2012), managers have the power to serve as gatekeepers in facilitating the availability and successful execution of work-family initiatives, as well as initiators of positive change in informal supportive organisational cultures. Thus, the transformational leadership style affects organisational commitment directly and indirectly through family-supportive supervisory behaviour. Previous research has not clearly shown how family supportive supervisor behaviour mediates the relationship between transformational leadership style and organisational commitment. Therefore, this finding is new to the literature.

THEORETICAL AND PRACTICAL IMPLICATIONS

This study adds to the research exploring the outcomes of leadership behaviours and antecedents of organisational commitment and the mediating role of family supportive supervisor behaviour on the relationship between transformational leadership style and

organisational commitment in the hospitality and tourism industry, specifically in isolated resort island settings. Despite the analysis of antecedents of organisational commitment in the hospitality industry (Yeh, 2019; Luo et al., 2017; Adanse et al., 2017; Yao et al., 2019), none of the studies analysed family supportive supervisor behaviour as an antecedent and the mediating role it plays in the relationship between transformational leadership style and organisational commitment.

This study integrated the leadership and the leader's family support research, which advances the field of human resources management. According to Kossek et al. (2018), leaders are regarded as the gatekeepers to official and informal access to work-family support. Yet, few studies have examined how leadership style relates to the gatekeeping role. This study's findings demonstrated that a transformational leadership style can facilitate work-family support, which in turn has a beneficial lasting impact that increases employees' commitment to the organisation. This research provides additional information to the body of knowledge and validates the concept put forth by Hammer et al. (2009) that the psychological and instrumental assistance of workers is essential to worker outcomes like job satisfaction and retention. Furthermore, the results corroborate the research conducted by Kossek et al. (2018), which indicates that managers who use a transformational leadership approach are more likely to offer resources that facilitate work-family balance, which enhances employee outcomes.

The results of this study add to theory and have practical implications for island resorts due to the significant positive influence of transformational leadership style and family-supportive supervisor behaviour on organisational commitment and the mediating role of family-supportive supervisor behaviour on the relationship between transformational leadership style and organisational commitment. The results of this study support Affective Events Theory, which proposes that events that occur at work can elicit either good or negative emotional reactions, leading individuals to take appropriate actions. In addition, the findings support the Social Exchange Theory which postulates a mutually beneficial interaction between two parties. This study discovered that the transformational leaders' charismatic style and the assistance provided to balance and resolve work-family conflicts make workers feel appreciated and develop an affection and attachment to the organisation, which increases their organisational commitment. The conceptualised model of this research highlights the "dual agenda" of enhancing productivity and well-being by creating healthy work environments, rather than sacrificing either one.

From a managerial perspective, since transformational leadership was found to have a direct and indirect effect on organisational commitment through family supportive supervisor behaviour, the management of the resorts can check for transformational leadership and family supportive supervisor behaviour characteristics when hiring managers. Furthermore,

training related to transformational leadership and family supportive supervisor behaviour can be provided to the supervisory-level staff to enhance employee organisational commitment. Since the Maldives' fifth tourism master plan (2023–2027) focuses on creating a policy that would train locals for management roles and developing a training programme that will educate human resource managers (Ministry of Tourism, 2023), the findings of this research can be useful. The research findings can be utilised by managers and entrepreneurs in the hospitality and tourism sector to develop strategies that decrease employee turnover. Moreover, managers can use the results to develop human resource plans to improve employee performance and attitudes like organisational commitment. This is essential for the hospitality and tourism sector to be sustainable in the long run.

LIMITATIONS AND FUTURE RESEARCH

Every research has its limitations. This research is limited to only permanent employees with work experience of more than one year in the current resort and residing in the resort accommodation at resorts with a capacity of more than 450 beds. Hence, future research can be replicated in other types of resorts and tourist facilities such as hotels, guest houses and safaris/yachts. Data for this study was collected after the reopening of the resorts after the COVID-19 pandemic. Consequently, few employees met the inclusion criteria of work experience of more than one year. Due to the geographical dispersion of the island resorts, it was also difficult to get in touch with the management and staff; as a result, online communication was the most practical method of communication. In addition, the unavailability of past research and reference material was another limitation. The education level of some of the resort employees is also a limitation. Thus, the questionnaire has been translated into Dhivehi and is bilingual in both English and Dhivehi. The quantitative research adopted in this study disregarded the investigation of underlying causes, perceptions and experiences that can be discovered through qualitative research that impact leadership behaviours and organisational commitment. The cross-sectional data employed in this study prevents drawing inferences about causality. However, the hypotheses were formulated using a theoretical approach. The measurement of leadership style and family supportive supervisor behaviour was from the subordinates and therefore reflects only their perspective. Further studies can be focused on the supervisor's perspective. Moreover, other factors that affect organisational commitment in the resorts of Maldives can be investigated since social isolation could be an affecting factor. Alternatively, researchers can analyse whether managers have the power to adopt family-supportive supervisor behaviour or if managers can modify their behaviour to appease workers' needs. It is also possible to research the factors that affect supervisors' ability to adjust to family-supportive supervisor behaviour.

CONCLUSION

This study addressed a gap in the literature on the mediating role of family supportive supervisor behaviour on the relationship between transformational leadership style and organisational commitment. This study discovered a positive and significant direct relationship between transformational leadership style and organisational commitment and an indirect effect of transformational leadership style on organisational commitment through family supportive supervisor behaviour. Therefore, leadership behaviours that impact the organisational commitment of employees in the resorts of Maldives are transformational leadership style and family supportive supervisor behaviour. The study findings are supported by Affective Events Theory and Social Exchange Theory. The results can be useful for the Maldivian resort management to increase the organisational commitment of employees and address the high turnover in the industry.

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