

The role of affective commitment: Do servant leadership and non-physical work environment promote employee performance?

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ABSTRACT

Maintaining the performance of a quality employee is the biggest challenge of the 4-star hotel industry in Malang City. The pandemic has caused hotels to experience a crisis due to a massive decline in occupancy. The economic crisis has made hotel management pay less attention to employee welfare during a hotel's recovery period. Employee welfare is a trigger for the expected performance instability. This study adopts an explanatory method with a quantitative approach. The study includes 242 participants employed in three 4-star hotels in Malang City. A sample of 151 respondents is chosen through stratified random sampling. Path analysis is used for data analysis. The results indicate that affective commitment, non-physical work environments, and servant leadership substantially impact employee performance. The association between employee performance and servant leadership may be partly influenced by affective commitment. However, affective commitment does not mediate the relationship between worker performance and the non-physical work environment.

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1. Introduction

Optimizing employee performance is a pivotal factor in the overall development of organizations, particularly within the tourism service sector, such as hotels, which grapple with significant hurdles during the post-pandemic recovery period. The impact of the crisis in the economic sector, stemming from a decline in occupancy levels, continues to be felt, compelling hotels to implement policies such as salary reductions and task duplication (Choirisa, 2022). This issue must be a management priority since good financial behavior is reflected in financial management, loans, and investments (Herawati et al., 2018). Policies that do not benefit

employees contribute to work-related stress and decreased work performance (Shin et al., 2022).

The impact of the economic crisis, attributed to a decline in occupancy levels, persists in the hotel industry. This has led to implementing various policies, such as salary reductions and task duplication (Choirisa, 2022). Management's attention to this matter is crucial, as it is reflected not only in financial aspects such as management practices, loans, and investments (Herawati et al., 2018) but also in employee well-being and performance. Policies that do not prioritize employees contribute to heightened work-related stress and a decline in overall work performance (Shin et al., 2022). With Indonesia's keen interest in the growth of the tourism industry (Cahyono et al., 2024), the government's current focus is on expediting the recovery of the hospitality sector from the impacts of the pandemic.

Malang City is one of the cities in East Java with many hotel industry accommodations (Susanti, 2023). The tourism sector, particularly the star-rated hospitality industry, is crucial in enhancing the community's economic resilience and is a significant source of local revenue for Malang City (Valianto & Saadiyah, 2018). Central Bureau of Statistics states that the tourism sector impacts gross regional domestic income (Rahmawati et al., 2022). Malang City is interesting to study because of its dominant tourism sector (Kewuel et al., 2022).

The challenges faced by 4-star hotels in Malang City in enhancing organizational performance post-pandemic are significant. The decline in their organizational performance is directly linked to hindered operational processes caused by decreased employee performance. The instability in hotel employee performance (Han et al., 2022). Recognizing the pivotal role of performance as a supporting factor for overall organizational progress (Vipraprastha et al., 2018), measuring employee welfare within the organization becomes crucial. This is evident in the correlation between employee performance and organizational improvement, emphasizing the importance of addressing employee well-being (Jiménez-Estévez et al., 2023). To enhance hotel employee performance, adopting servant leadership is a suitable approach (Metwally et al., 2019). This leadership style prioritizes the supervisor's service to subordinates, aligning their needs with organizational objectives for progress (Yahia et al., 2023). Employees who perceive their supervisors as supportive tend to cultivate strong relationships, fostering self-development and robust organizational commitment (Jiménez-Estévez et al., 2023).

The subsequent element that may influence the stability of hotel employee performance. After the pandemic is called the non-physical work environment (Aslami et al., 2018), the work stress that some hotel employees have experienced is caused by the absence of support obtained from the psychological work environment (Wong et al., 2021). One significant element influencing performance is the non-physical work environment. This non-physical work environment factor includes how employees have shared a relationship value among their colleagues, leaders, the organization, and stakeholders (Lingga et al., 2022).

Affective commitment significantly improves employees' performance in their work organization because of emotional attachment (Shao et al., 2022). Affective commitment prioritizes the emotional side of employees towards their organization to voluntarily devote and be loyal to their organization (El-Kurdy et al., 2022). Each employee's solid connection to his company will result in good performance, which will support the smooth operation of the firm (Shao et al., 2022). Servant leadership variables and non-physical work environment act as exogenous variables, affective commitment variables act as mediating variables, and performance as endogenous variables.

Similar previous research has been conducted by Ghasemy and Frömbing (2023) and Yahia et al. (2023). However, their studies were not conducted explicitly in Indonesia's tourism sector organizations or hotel industries. Previous studies by Lemma et al. (2022) have examined the physical work environment, while the non-physical work environment has not been widely studied, so non-physical work environment variables will be added. This study

aims to address the existing gap by providing an in-depth understanding of internal and external aspects of improving employee performance, especially in 4-star hotels.

2. Literature Review and Hypothesis Development

2.1. Literature Review

2.1.1. Servant Leadership

Servant leadership is formed from feelings of empathy that encourage leaders to care about the needs and satisfaction of their subordinates (Yahia et al., 2023). The principle of Servant leadership is to serve voluntarily without expecting rewards. The servant leader approach is shown by sincerity, humility, motivation, and understanding of subordinates' feelings (Peng et al., 2023). Servant leader obligations focus on employee growth and development (Zada et al., 2023), integrity, selflessness, fostering community, empowerment, emotional healing, and vision are indicators of servant leadership (Qiu & Dooley, 2019).

2.1.2. Non-Physical Work Environment

The non-physical work environment encompasses elements beyond the physical aspects of the employee's workspace and can impact their work, according to Ena et al. (2022). The term psychic work environment as defined by Arta (2022), pertains to the non-physical work environment that is perceived to exist even though it is not detectable by the five senses. Employee comfort at work is primarily determined by the support of an excellent non-physical work environment Ena et al. (2022). The non-physical work environment involves harmonizing employee relationships with coworkers and leaders (Aisyah et al., 2020). Working conditions, organizational support, coworker relations, and work pressure are indicators of the non-physical work environment (Abdou et al., 2022).

2.1.3. Affective Commitment

Affective commitment is one of the three components of organizational commitment formulated by Allen and Meyer (1990). It is a form of employee commitment that prioritizes the emotional side of the organization to remain loyal and devoted (El-Kurdy et al., 2022). Affective commitment tends to make employees obey their leaders to get closer to the organization (Ribeiro et al., 2018). The existence of an understanding between the values, vision, mission, goals, and norms adopted by an organization and the employee's personality allows affective commitment to grow (Shao et al., 2022). Indicators of affective commitment are identification, involvement, and attachment (Elziny & Emam, 2021).

2.1.4. Employee Performance

Performance in this study refers specifically to the work achievements of individual employees within the organization, encompassing the quality and quantity of responsibilities their leaders assign (Chen et al., 2020). It also relates to employees' contributions to the organization (Vipraprastha et al., 2018). Chen et al. (2020) also state that performance is the outcome of tasks completed by individuals or teams, aligning with work standards set by the employer and utilizing available resources. The study

focuses on performance indicators, including contextual performance, adaptive performance, and task performance (Koopmans et al., 2012).

2.2. Hypothesis Development

2.2.1. Positive Effect of Servant Leadership on Employee Performance

Servant leadership, identified by Yahia et al. (2023) as the ideal leadership style, empowers team members and enhances their performance. Mujeeb et al. (2021) assert that leader-servant leadership significantly influences employee performance. Suhartanti & Prasetyanto (2022) state that servant leadership can motivate subordinates to achieve high performance. Yahia et al. (2023) said that organizational efforts to enhance employee performance often begin with the servant leadership approach. Under servant leadership, employees are more likely to excel within the company, as highlighted by Suhartanti & Prasetyanto (2022). The social exchange theory principles suggest positive interactions between employees and leaders contribute to beneficial exchanges.

H₁: Servant Leadership Has a Positive Effect on Employee Performance

2.2.2. Positive Effect of Non-Physical Work Environment on Employee Performance

The enhancement of workers' productivity can be attributed to the non-physical work environment, as indicated by Lingga et al. (2022). Aslami et al. (2018) highlights that the non-physical work environment significantly influences performance. Lingga et al. (2022) argue that a supportive non-physical work environment contributes to employee motivation. The optimization of performance is contingent on the harmonious relationships among employees, leaders, and organizations (Izzah et al., 2019). As mentioned by Izzah et al. (2019), organizational social support contributes to performance improvement. The principles of the job demand-resources theory suggest that employees will sustain their performance when the psychological well-being of their work environment is adequately met.

H₂: Non-Physical Work Environment Has a Positive Effect on Employee Performance

2.2.3. Positive Effect of Servant Leadership on Affective Commitment

Ghasemy and Frömbling (2023) claimed that the rise in employees' affective commitment to their company can be influenced by servant leadership. The approach shown by servant leadership can foster affective commitment owned by individual employees (Ghasemy & Frömbling, 2023). Employees who feel empowered are typically very devoted to the company (Aboramadan et al., 2020). Servant leaders can increase the affective commitment of their followers (Dahleez et al., 2021). Leaders who emphasize service play an essential role in increasing the affective commitment of their followers because they include aspects of trust, vision, respect, integrity, and empowerment (Aboramadan et al., 2020). Employees will last longer and serve the organization loyally because of the servant leadership approach, which can create an emotional attachment.

H₃: Servant Leadership Has a Positive Effect on Affective Commitment

2.2.4. Positive Effect of Non-Physical Work Environment on Affective Commitment

Hakim (2020) mentions that the non-physical work environment is a factor in increasing affective commitment. Affective organizational commitment will increase if backed by a favorable non-physical work setting (Cheng & Kadir, 2018). Hakim (2020) argues that corporate training programs can enhance worker performance in a non-physical work environment. Creating organizational family events can foster employee

loyalty to remain loyal to an organization (Jalilianhasanpour et al., 2021). Leaders and employees with good connections can foster high emotional commitment (Cheng & Kadir, 2018). According to the job demand-resources theory principles, fulfilling the psychological well-being of employees' work environment enables them to remain loyal to their organization.

H₄: Non-physical Work Environment Has a Positive Effect on Affective Commitment

2.2.5. Positive Effect of Affective Commitment on Employee Performance

Employees' high level of affective commitment can reduce work stress so that employee performance can be maintained (Shao et al., 2022). Zang et al. (2021) state that proactive employee service performance is significantly influenced by affective commitment. Employees who have emotional attachments will be able to face their job challenges and workload (St-Hilaire & de la Robertie, 2018). Affective commitment is considered capable of stabilizing employee work stress to maintain their performance properly (Shao et al., 2022). Affective commitment is the internal drive someone has to accomplish his objective, namely, providing the best performance for the organization.

H₅: Affective Commitment Has a Positive Effect on Employee Performance

2.2.6. The Mediating Role of Affective Commitment on The Effect of Servant Leadership to Employee Performance

Servant leadership is a driver of the emergence of affective commitment to improve performance (Ghasemy & Frömbling, 2023). Pakpahan et al. (2021) claimed that the relationship between employee performance and servant leadership can be mediated by affective commitment. Asih et al. (2024) state that the character of servant leadership can stimulate the emergence of affective commitment so that employees become obedient to improve employee performance. Servant leaders can construct affective commitment from three components: resilience, efficacy, and hope (Clarence et al., 2021).

H₆: Affective Commitment Mediates the Effect of Servant Leadership on Employee Performance

2.2.7. The Mediating Role of Affective Commitment on The Effect of Non-Physical Work Environment to Employee Performance

Zhenjing et al. (2022) contend that affective commitment mediates the relationship between performance and the non-physical work environment. According to research by Pakpahan et al. (2021), the non-physical work environment can positively and significantly influence performance through organizational commitment. As highlighted by Pusparani et al. (2021), establishing a favorable non-physical work environment can cultivate employees' affective commitment and result in optimal organizational performance. Affective commitment emerges as a crucial variable in mediating the connection between the work environment and performance, as Zhenjing et al. (2022) suggested.

H₇: Affective Commitment Mediates the Effect of Non-Physical Work Environment on Employee Performance

2.3. Research Framework

Building upon the visual representation depicted in Figure 1, the study explored the intricate relationships and potential mechanisms underlying this influence by introducing mediating variables, specifically affective commitment. This intermediary role of affective commitment is pivotal in understanding how the independent variables affect employee

performance. By delving into these mediation processes, the research aims to provide nuanced insights into the dynamics between leadership style, work environment, affective commitment, and, ultimately, the performance of employees' organizational context.

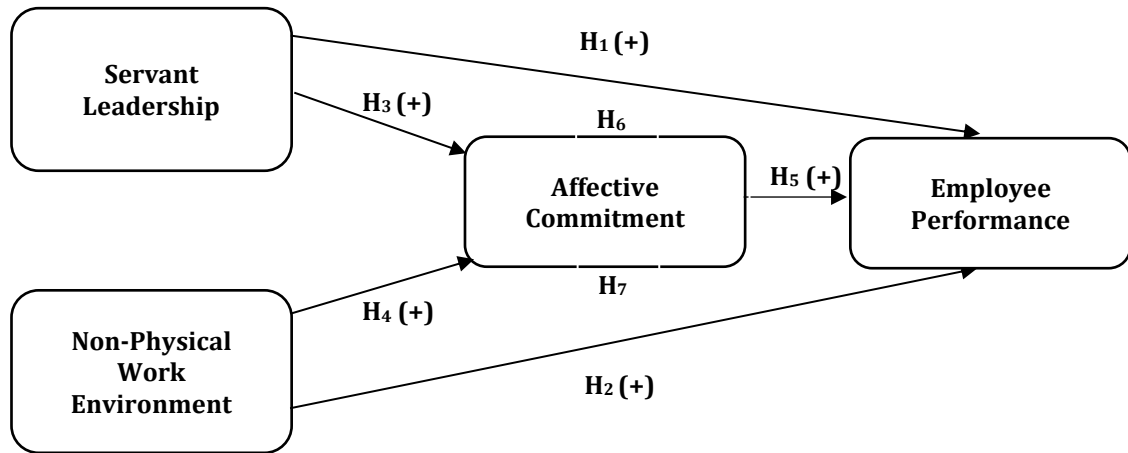


Figure 1. Research Framework

3. Research Method

3.1. Population and Sampling Method

The population of this research was all employees who worked at three 4-star hotels in Malang City. Grand Cakra Hotel Malang, Savana Hotel Malang, and Aria Gajayana Hotel Malang were chosen as research objects. The total population in this study included 242 respondents employed in three 4-star hotels in Malang City. In this research, the sampled employees work in 4-star hotels in Malang City. These employees encompass various roles within the hospitality industry, including but not limited to front desk staff, housekeeping, restaurant personnel, and management. The choice to include a diverse range of positions is intentional, as it allows us to capture a comprehensive view of how emotional commitment, psychological work environment, and servant leadership impact performance across different functions within the context of high-level service. Additionally, our sampled employees represent a cross-section of the workforce, including front-line staff and managerial roles. This diversity ensures that the study captures insights from various organizational levels, contributing to a more nuanced understanding of the dynamics between emotional commitment, psychological work environment, servant leadership, and performance in the distinct setting of 4-star hotels.

Proportionate random sampling was used in this research to obtain a balanced sample of the number of subjects or strata (Arikunto, 2010). Proportional random sampling involves selecting a sample proportionally representing different population strata or subgroups. In this context, the strata were defined by various roles within the hospitality industry, such as front desk staff, housekeeping, restaurant personnel, and management. The intentional inclusion of a diverse range of positions sought to offer a thorough comprehension of how emotional commitment, psychological work environment, and servant leadership impact performance across different functions within the high-level service context of 4-star hotels. The sample size of 151 respondents was determined after applying the Slovin formula with a standard error of 5%, ensuring statistical reliability. However, the description could be enhanced by providing more details on the specific

proportions calculated for each stratum and how these proportions were used to select individuals within each subgroup.

3.2. Collecting Data Method

Questionnaires were distributed as part of the primary data collection procedure. The Likert scale evaluates respondents' answers based on five different evaluation criteria (1 is strongly disagree until 5 is strongly agree). Measurement of servant leadership (SL) variables employed assessment indicators proposed by Qiu and Dooley (2019), non-physical work environment (NEW) variables utilized assessment indicators from Abdou et al. (2022), and affective commitment (AC) variables were measured using indicators from Elziny and Emam (2021). Employee performance (EP) variables were gauged based on indicators outlined by Koopmans et al. (2012).

3.3. Data Analysis Method

3.3.1. Validity Test

A study's validity test determines the validity of a questionnaire's statement questions. If a research instrument can measure the difference between the researcher's reported and actual data, then the instrument is considered valid (Cooper & Schindler, 2014). This study's validity assessment uses the Pearson product moment, with a total of 30 samples employed for the validity test. Using 30 samples for validity is considered acceptable if the r_{count} value is greater than the r_{table} value of 0.361 (Ismail, 2022).

3.3.2. Reliability Test

Reliable instruments yield identical results, sometimes even after being used repeatedly on the same object (Cooper & Schindler, 2014). Additionally, 30 samples were used to view the reliability test findings. The Cronbach's alpha technique is the formula utilized in the SPSS program for the reliability test in this study. A research instrument will be considered accurate if each variable's alpha number is more significant than 0.6 and the Cronbach's alpha approach is considered valid (Mohamad et al., 2015).

3.3.3. Hypothesis Test

The analysis technique employed in this study is path analysis. The path analysis technique is an extension model of multiple linear analysis aiming to estimate causal relationships between previously known variables based on theory (Ghozali, 2018). The software that will be used for path analysis is SPSS 25. Suppose the p value for the influence between the variables is less than 0.05, the hypothesis is accepted (Ghozali, 2018).

4. Result and Discussion

4.1. Validity Test

The questionnaire encompassed 48 statements distributed across four distinct research variables. Specifically, the servant leadership variable comprised 20 valid statement items, the non-physical work environment variable incorporated nine valuable statement items, the affective commitment variable contained five useful statement items, and the employee performance variable featured 14 good statement items. Table 1 shows the result of validity test result.

Table 1. Validity Test Result

Indicator	Servant Leadership	Non-Physical Work Environment	Affective Commitment	Employee Performance
SL 1	0.518			
SL 2	0.432			
SL 3	0.462			
SL 4	0.523			
SL 5	0.446			
SL 6	0.410			
SL 7	0.425			
SL 8	0.428			
SL 9	0.514			
SL 10	0.480			
SL 11	0.507			
SL 12	0.427			
SL 13	0.476			
SL 14	0.704			
SL 15	0.457			
SL 16	0.497			
SL 17	0.619			
SL 18	0.577			
SL 19	0.450			
SL 20	0.470			
NWE 1		0.515		
NWE 2		0.654		
NWE 3		0.487		
NWE 4		0.613		
NWE 5		0.507		
NWE 6		0.424		
NWE 7		0.485		
NWE 8		0.532		
NWE 9		0.530		
AC 1			0.580	
AC 2			0.676	
AC 3			0.670	
AC 4			0.769	
AC 5			0.563	
EP 1				0.452
EP 2				0.425
EP 3				0.465
EP 4				0.487
EP 5				0.530
EP 6				0.533
EP 7				0.547
EP 8				0.413
EP 9				0.470
EP 10				0.437
EP 11				0.529
EP 12				0.520
EP 13				0.422
EP 14				0.466

Source: Primary Data Processed

4.2. Reliability Test

The Cronbach's alpha method was used to evaluate the questionnaire's reliability. A measurement tool is deemed reliable when its Cronbach's alpha value exceeds 0.6. Based on Table 2 shows Cronbach's alpha values for the servant leadership variable, non-physical work environment variable, affective commitment variable, and employee performance indicate that the questionnaire employed in this study is reliable.

Table 2. Reliability Test Result

Variable	Cronbach's Alpha
Servant Leadership	0.826
Non-Physical Work Environment	0.665
Affective Commitment	0.654
Employee Performance	0.734

Source: Primary Data Processed

4.3. Hypothesis Test

Table 3 shows the results of hypothesis testing. Based on the test results, it can be concluded that servant leadership has a positive effect on employee performance (the first hypothesis is accepted), non-physical work environment has a positive effect on employee performance (second hypothesis is accepted), servant leadership has a positive effect on affective commitment (third hypothesis is accepted), non-physical work environment has a positive effect on affective commitment (fourth hypothesis is accepted), affective commitment has a positive effect on employee performance (fifth hypothesis accepted), affective commitment mediates the influence of servant leadership on employee performance (sixth hypothesis accepted), affective commitment does not mediate the influence of non-physical work environment on employee performance (seventh hypothesis is rejected).

Table 3. Hypothesis Test Result

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
	Servant Leadership → Employee Performance	0.143	0.040		
Non-Physical Work Environment → Employee Performance	0.233	0.052	0.319	4.514	0.000
Servant Leadership → Affective Commitment	0.178	0.027	0.454	6.576	0.000
Non-Physical Work Environment → Affective Commitment	0.148	0.038	0.272	3.940	0.000
Affective Commitment → Employee Performance	0.292	0.107	0.218	2.721	0.007
Servant Leadership → Affective Commitment → Employee Performance	0.454	0.048		2.022	0.043
Non-Physical Work Environment → Affective Commitment → Employee Performance	0.272	0.030		1.959	0.050

Source: Primary Data Processed

4.3. Discussion

4.3.1. The Effect of Servant Leadership on Employee Performance

This study explores the impact of servant leadership on employee performance, revealing positive correlation supported by research from Ghasemy and Frömbling (2023). Performance improvement is obtained from the more frequent servant leadership approach given to employees Yahia et al. (2023). Servant leadership characteristics can motivate employees to achieve maximum performance (Suhartanti & Prasetyanto, 2022). This finding means that improving employee performance in hotels is primarily determined by the supervisor's leadership style. Hotel employees are satisfied with the servant leadership style approach of their supervisors. They are leaders with integrity, vision, and empowerment, prioritizing self-sacrifice. This makes the leader feel respected, and employees will obey him.

4.3.2. The Effect of Non-Physical Work Environment on Employee Performance

The non-physical work environment, as indicated by research from Sembiring et al. (2022), significantly influences employees' performance. Organizational concern for employees is formed because of a sense of kinship towards employees (Aslami et al., 2018). This finding means that improving employee performance is strongly influenced by the support of the employee's psychological work environment. Hotels as organizations have proven that they can provide welfare for their employees even in uncertain operational situations. The existence of job security, social support, fair treatment, and job training provided by the hotel to employees makes employees feel excited to work.

4.3.3. The Effect of Servant Leadership on Affective Commitment

As evidenced by research from Clarence et al. (2021), servant leadership has a positive effect on affective commitment. This finding means that supervisors' servant leadership approach can increase hotel employees' affective commitment. Supervisors who prioritize employee needs and are willing to position themselves as equal to their employees make employees feel emotionally attached to their organization. Employee affective commitment can be built with a servant leadership style (Bai et al., 2023). Servant leaders can make effective commitments from 3 elements: hope, efficacy, and resilience (Clarence et al., 2021).

4.3.4. The Effect of Non-Physical Work Environment on Affective Commitment

This section examines how affective commitment is positively impacted by non-physical work environments, supported by research from Hakim (2020). Harmonious relationships between employees in the hotel can increase affective commitment (Cheng & Kadir, 2018). The hotel has provided psychological support to employees through fair treatment, social support, motivation, and family events (Jalilianhasanpour et al., 2021). Affective commitment can grow if the organization can support employees' psychological well-being (Cheng & Kadir, 2018). This finding means that the increase in hotel employee performance is caused by creating good relationships between senior and junior employees or supervisors and subordinates.

4.3.5. The Effect of Affective Commitment on Employee Performance

This study demonstrates a strong and favorable correlation between affective commitment and performance as supported by Zang et al. (2021). Employees with an affective commitment to the organization tend to have high contextual performance (Shao et al., 2022). This discovery indicates that hotel employees, particularly those in 4-

star hotels, exhibit elevated levels of affective commitment. The heightened affective commitment among hotel employees contributes to optimal and voluntary efforts dedicated solely to the advancement of the hotel. Moreover, the substantial affective commitment observed in hotel employees is significantly tied to their length of service. Therefore, performance enhancement is influenced by the employees' practical, solid commitment to their organization.

4.3.6. Mediating Role of Affective Commitment on The Effect of Servant Leadership to Employee Performance

The connection between servant leadership and performance is mediated through affective commitment. This study's findings align with Ghasemy and Frömbling (2023), who assert that servant leadership fosters the development of affective commitment, consequently enhancing performance. Another relevant perspective is provided by Pakpahan et al. (2021), suggesting that organizational commitment, particularly affective commitment, can mediate the association between employee performance and servant leadership. As highlighted by Ghasemy and Frömbling (2023), servant leadership fosters affective commitment, encouraging followers or employees to comply and enhance their performance.

4.3.7. Mediating Role of Affective Commitment on The Effect of Non-Physical Work Environment on Employee Performance

This study illustrates that the non-physical work environment cannot effectively utilize affective commitment to substantially change employee performance. Since the non-physical work environment directly influences performance, affective commitment may not serve as a mediating factor in this specific relationship. This aligns with Shanty and Mayangsari (2019), emphasizing that the impact of physical and virtual work environments on employee performance remains unaffected by the mediating role of organizational affective commitment. Theoretical justifications for the rejection stem from the absence of consistent support within the existing literature, where predominant theories on organizational behavior tend to emphasize direct impacts rather than mediating pathways (Peng & Kim, 2020). Furthermore, more empirical evidence in similar contexts and constructs must consistently validate affective commitment as a mediator. The intricate dynamics of organizational factors, individual perceptions, and job characteristics complicate the relationship, suggesting that affective commitment might not be the sole mediator. From a practical standpoint, organizations seeking to enhance employee performance may find more utility in direct interventions targeting the non-physical work environment. Strategies can be tailored to specific aspects of the work environment, allowing for more immediate and tangible improvements (Dennerlein et al., 2020). The rejection of the hypothesis also encourages organizations to optimize resource allocation by recognizing that affective commitment may not be the primary mediating factor (Usman et al., 2021). Rather than investing extensively in initiatives solely focusing on affective commitment, a diversified approach considering various work environment elements may lead to more comprehensive improvements.

5. Conclusion

The study's findings have contributed to managerial and theoretical. Managerially, Servant leadership is the right leadership style to apply in improving the performance of hotel employees in the pandemic recovery stage. Hotel leadership development should prioritize fostering servant leadership qualities, emphasizing integrity, vision, empowerment, and self-sacrifice. Enhancing the non-physical work environment also has a crucial on performance,

involving investments in job security, social support, fair treatment, and training. Employee performance can be impacted by affective commitment when workers feel involved, proud, and share the same vision for the organization. Employee training programs should prioritize building commitment, resilience, and efficacy, recognizing the mediating role of affective commitment. Strategic human resource practices should align with factors building strong affective ties between employees and the organization.

Theoretically, this research has contributed to expanding the benefits of implementing servant leadership by starting from being a role model for followers. Because servant leaders are role models, followers will imitate their attitudes and actions to advance their personal growth (Jiménez-Estévez et al., 2023). This expansion of the research study discusses the influence of the work environment on employee performance, which is influenced by physical factors (Hafeez et al., 2019). Still, this research proves that psychological factors can also affect performance. The result of the indirect influence of this research is supported by Eva et al. (2019), who states that the effect of servant leadership on employee performance as organizational outcomes has an indirect influence. The result of this research state that affective commitment mediates the relationship between servant leadership and performance. As role models, supervisors can build emotional bonds among employees who act as followers towards the organization to improve their performance (Ribeiro et al., 2021).

This study has some limitations which offer recommendations for future research. Firstly, the findings are context-specific, limited to the dynamics of 4-star hotels in Malang City. Extrapolating these results to other industries or organizational settings should be cautiously approached due to potential variations in cultures and work environments (Batool et al., 2022). Second, a cross-sectional study methodology was employed to present the correlations in a temporal perspective. A more dynamic understanding of how these characteristics change could be provided by longitudinal research, giving a more complete picture (Peng et al., 2023).

The study's sample size is another limitation. While appropriate for statistical analyses, the generalizability of the result may be limited by the focus on just 151 respondents and three particular 4-star hotels. A more extensive and diverse sample could enhance the robustness of the results (Clarence et al., 2021). Additional studies must include the mediating variable of employee satisfaction in performance reviews by connecting it to other variables like loyalty and employee citizenship behavior (Yahia et al., 2023). Thus, future studies might compare various leadership philosophies and how they affect worker performance (Aboramadan et al., 2020).

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