

The Influence of Transformational Leadership and Work Conflict on Employee Performance and Change Management in Hospitality Companies

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Abstract

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The hospitality industry in Indonesia faces intense competition and rapid changes in business environments, requiring effective leadership to sustain employee performance and support successful change management. The suboptimal implementation of transformational leadership and the presence of work conflict have the potential to decrease productivity and hinder organizational adaptability. This study aims to analyze the influence of transformational leadership and work conflict on employee performance and change management, as well as examine the moderating role of transformational leadership in the relationship between work conflict and employee performance. This research employed a quantitative approach using a survey method by distributing questionnaires to 160 employees of Ascott Group Jakarta. Data were analyzed using Structural Equation Modeling–Partial Least Square (SEM-PLS). The findings indicate that transformational leadership has a significant positive effect on employee performance and change management, while work conflict negatively influences employee performance. Moreover, transformational leadership can weaken the negative impact of work conflict on employee performance. This study provides practical implications for hotel management in optimizing transformational leadership to enhance performance, manage conflict, and support successful organizational change.

Keywords:

Transformational Leadership; Work Conflict; Employee performance; Change Management; Hospitality.

1. INTRODUCTION

The hospitality industry in Indonesia operates in a highly competitive environment and continues to face rapid changes in market conditions, service standards, and customer expectations. However, the application of transformational leadership within this sector has not yet been fully optimized, which may contribute to declining employee performance and lower levels of job (Prabawa et al., 2023). Recent data from the Indonesian Hotel and Restaurant Association (PHRI) indicate that during the first quarter of 2025, approximately 96.7% of hotels in Jakarta experienced a decline in occupancy rates, with nearly 70% considering workforce reductions if unfavorable conditions persist. These conditions suggest that growth in the number of hotels has not been accompanied by proportional improvements in service quality, highlighting the importance of employee performance as a key determinant of organizational competitiveness in the hospitality sector. Employee performance in hotels is no longer limited to the completion of routine operational tasks. Employees are increasingly required to demonstrate adaptability, emotional control, and professional communication skills, particularly when responding to guest complaints and service recovery situations. Xu et al. (2024) emphasize that work engagement and effective communication play a crucial role in enhancing employee performance, especially under post-pandemic work pressures. This indicates that employee performance is shaped not only by individual competence but also by organizational factors such

as leadership style, workplace dynamics, and the organization's capacity to manage change effectively. Employee performance represents a fundamental component in achieving organizational goals and sustaining business continuity (Laras et al., 2023). To maintain and improve performance, organizations are required to continuously innovate and adjust their managerial practices (Elronny et al., 2021). Leadership plays a strategic role in this process, as effective leaders are able to direct, motivate, and align employee behavior with organizational objectives (Virgiawan et al., 2021). Transformational leadership, in particular, focuses on fulfilling employees' psychological needs by fostering inspiration, trust, and personal development, enabling individuals to perform optimally within dynamic work environments. Within organizational settings, work conflict is an inevitable phenomenon that may arise due to differences in roles, goals, or interpersonal relationships between individuals or work units (Haryanto et al., 2022). If not managed properly, conflict can become a significant obstacle to organizational change and performance improvement. Various conflict management approaches, such as competitive, collaborative, avoidance, and compromise strategies, are commonly applied depending on the organizational context (Kim, 2024). When addressed constructively, work conflict has the potential to stimulate innovation and adaptability; however, unresolved conflict may weaken cooperation and disrupt performance stability.

Previous studies indicate that transformational leadership contributes positively to employee performance, particularly by fostering a supportive and conducive organizational culture that encourages engagement and commitment (Kim, 2024). Maryani and Gazali (2024) explain that task-related conflict, when managed constructively, can enhance employee performance by promoting creative thinking and effective problem-solving. Conversely, interpersonal or relational conflict is more likely to impair performance if it is not properly controlled. In the context of organizational change, transformational leadership plays a crucial role in facilitating effective change management by clarifying organizational vision, strengthening employee motivation, and enhancing overall adaptability. These leadership characteristics are essential for sustaining productive and flexible work environments, especially in service-based organizations (Hussain et al., 2021). This study builds upon the research model proposed by Haryanto et al. (2022), which focuses on the relationships between transformational leadership, work conflict, and employee performance. The model is further developed by incorporating change management as an additional variable, considering the hospitality industry's high exposure to environmental uncertainty and continuous change. Effective change management is expected to improve employee adaptability and maintain performance stability under dynamic business conditions (Yi, 2024). Therefore, this study integrates transformational leadership, work conflict, employee performance, and change management into a unified research framework to better explain employee behavior within hospitality organizations in (Hussain et al., 2021; Yi, 2024).

To further clarify the theoretical foundation of this study, a conceptual framework is developed to explain the relationships among transformational leadership, work conflict, employee performance, and change management. Employee performance in hospitality organizations is influenced by leadership practices and workplace dynamics. Work conflict arises from differences in roles, goals, and interpersonal relationships within organizations and may negatively affect employee performance when not effectively managed (Paramita & Suwandana, 2022; Shrestha & Singh, 2023). Previous studies indicate that unmanaged work conflict can reduce collaboration, increase work stress, and lower employee productivity, particularly in service-based industries such as hospitality (Jaksa, 2024). Transformational leadership plays a strategic role in enhancing employee performance by providing inspirational motivation, intellectual stimulation, and individualized consideration (Garad et al., 2022). Transformational leaders encourage employees to align individual goals with organizational objectives, foster trust, and create a supportive work environment. Empirical evidence confirms that transformational leadership has a positive and significant effect on employee performance in hospitality and service industries (Aldossari & Alanizan, 2025; Haryanto et al., 2022).

In addition to improving employee performance, transformational leadership is also critical in facilitating effective change management. Change management refers to a structured process that enables organizations to adapt to internal and external changes by addressing both technical and human aspects of organizational transformation (Phillips & Klein, 2022). Prior research demonstrates that transformational leadership enhances organizational readiness for change by strengthening communication, building employee commitment, and reducing resistance to change (Cao & Le, 2025; Effendi & Aslami, 2023). Furthermore, transformational leadership is proposed as a moderating variable that influences the relationship between work conflict and employee performance. Supportive leadership behaviors can weaken the negative effects of work conflict by promoting constructive conflict resolution, open communication, and psychological safety among employees. Several studies have confirmed the moderating role of transformational leadership in mitigating the negative impact of work conflict on employee performance (Haryanto et al., 2022; Kim, 2024).

The conceptual framework illustrating the relationships among the research variables is shown in Figure 1. Based on the conceptual framework and prior empirical findings, the following hypotheses are proposed:

H1 : Work conflict has a negative effect on employee performance.

H2 : Transformational leadership has a positive effect on employee performance.

H3 : Transformational leadership has a positive effect on change management.

H4 : Transformational leadership moderates the relationship between work conflict and employee performance.

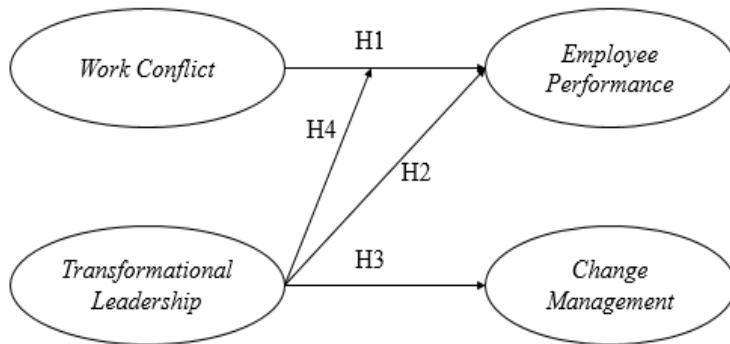


Figure 1. Conceptual Framework of the Study

This research aims to analyze the influence of transformational leadership and work conflict on employee performance and change management in hospitality companies in Jakarta. The findings are expected to provide practical contributions for hotel management in designing effective leadership strategies and conflict management mechanisms to improve employee performance and support successful organizational change. This study also offers new insights into the importance of transformational leadership and work conflict in shaping adaptive and productive employee performance within the hospitality industry.

2. RESEARCH METHOD

This study employs a causal quantitative research design to examine the influence of transformational leadership and work conflict on employee performance and change management in hospitality companies located in Jakarta. The research model consists of transformational leadership (TL) and work conflict (WC) as independent variables, while employee performance (EP) and change management (CM) serve as dependent variables. Data were collected using an online questionnaire distributed to employees of Ascott Group Jakarta. The population comprised 250 employees, and a sample size of 160 respondents was determined using the Krejcie and Morgan sample size formula (Ahmad & Halim, 2017). The sampling method used was probability random sampling to ensure equal opportunity for all members of the population. Respondents were required to meet the criteria of at least one year of working experience and a minimum age of 20 years. Each variable was measured using a Likert scale of 1–5, with TL consisting of four indicators adapted from Virgiawan et al. (2021), WC consisting of three indicators adapted from Haryanto et al. (2022), EP measured using three indicators adapted from Haryanto et al. (2022), and CM measured using three indicators adapted from Phillips and Klein (2022).

Data were first assessed using SPSS to ensure reliability and validity through pre-test analysis, including Kaiser Meyer Olkin (KMO), Measurement of Sampling Adequacy (MSA), Component Matrix, and Cronbach's Alpha, where the reliability threshold was Cronbach's Alpha > 0.6 . Structural Equation Modeling–Partial Least Squares (SEM-PLS) using SmartPLS 4.0 was then applied to perform outer and inner model analysis. The outer model was evaluated using convergent validity (loading factor > 0.70 and AVE > 0.50), discriminant validity, Cronbach's Alpha (> 0.70), and composite reliability (> 0.70). The inner model was assessed using path coefficients, adjusted R², predictive relevance (Q²), and effect size (f²). Hypothesis testing was conducted using a significance level of 0.05, where hypotheses were accepted if t-value > 1.96 and p-value < 0.05 .

3. RESULTS AND DISCUSSION

3.1. Respondent Profile

A total of 160 valid responses were collected through a web-based survey distributed to employees of Ascott Group Jakarta. After screening, only complete and eligible responses were used for further analysis. The demographic characteristics of respondents are presented in Table 1. Most respondents were aged between 30–34 years (60%), followed by those aged 20–29 years (20.6%) and 35–44 years (19.4%). This indicates that the majority of respondents were within the optimal productive age range, possessing both physical readiness and professional maturity to contribute effectively to organizational operations, particularly in leadership, service delivery, and change adaptation within the hospitality sector. In terms of gender, 60.6% of the respondents were male and 39.4% were female, suggesting that operational hotel roles

particularly in front office, food and beverage, and facility management are still dominated by male employees, although female participation remains significant in service and guest relation functions.

In terms of educational background, nearly half of the respondents graduated from high school (46.3%), followed by those holding a Diploma (43.8%) and a Bachelor's degree (10%). Regarding job positions, most respondents were staff-level employees (57.5%), while the rest consisted of supervisors (34.4%) and managers (7.5%), reflecting the typical hierarchical structure of hotel organizations. Furthermore, 60% of respondents had 5–8 years of work experience, which shows substantial exposure to workplace dynamics, leadership practices, conflict situations, and organizational change initiatives. In terms of workplace distribution, Vertu Hotel and Harris Hotel had the highest number of respondents (34.4% each), followed by Oakwood Hotel (19.4%) and Yello Hotel (11.9%). Most respondents (80.6%) earned a monthly salary ranging from IDR 7,000,001 to 9,000,000, categorizing them as middle-income hospitality employees.

These demographic characteristics strengthen the validity of the study, as the respondents represent experienced, operationally active employees who are well positioned to assess the influence of transformational leadership, work conflict, and change management on employee performance in the hospitality industry.

Table 1. Respondent Profile

Characteristics	Category	Frequency	Percentage
Gender	Male	97	60.6%
	Female	62	39.4%
Age	20-29 years	33	20.6%
	30-34 years	96	60%
	35-44 years	30	19.4%
Education	High School / Equivalent	74	46.3%
	Diploma (D4)	70	43.8%
	Bachelor's Degree (S1)	16	10%
Job Position	Staff	92	57.5%
	Supervisor	55	34.4%
	Manager	12	7.5%
Work Experience	1-4 years	50	31.3%
	5-8 years	96	60%
	9-12 years	14	8.8%
Domicile	Tangerang	80	50%
	Jakarta	51	31.9%
	Bogor	29	18.1%
Workplace	Vertu Hotel	55	34.4%
	Harris Hotel	55	34.4%
	Oakwood Hotel	31	19.4%
Monthly Income	Yello Hotel	19	11.9%
	< Rp 7.000.000	15	9.4%
	Rp 7.000.001 – Rp 9.000.000	129	80.6%
	Rp 9.000.001 – Rp 11.000.000	15	9.4%

Source: Data processed from 160 respondents (2025)

3.1.1. Results

The measurement model was evaluated to assess the reliability and convergent validity of the constructs. As shown in Table 2, all constructs achieved Cronbach's Alpha and Composite Reliability (CR) values above 0.70, indicating strong internal consistency and confirming that the indicators reliably measure their respective constructs. Additionally, all AVE values exceeded the minimum threshold of 0.50, which indicates that more than 50% of the variance in each indicator is explained by its latent variable, confirming acceptable convergent validity.

Table 2. Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE
Transformational Leadership	0.892	0.920	0.697
Work Conflict	0.928	0.944	0.727
Change Management			
Employee Performance	0.856	0.902	0.698
	0.925	0.941	0.741

Source: Data processed from 160 respondents using SmartPLS (2025)

The structural model was assessed to determine the predictive accuracy and effect size of the relationships among constructs. As shown in Table 3, transformational leadership explains 32.2% of the variance in change management, while transformational leadership, work conflict, and their interaction explain 41.1% of the variance in employee performance. Both values fall within the moderate category (Hair et al., 2019), indicating that the model has acceptable explanatory power in predicting behavioral outcomes within hotel organizations.

Table 3. R-Square Results

Endogenous Variable	R ² Adjusted	Interpretation
Change Management	0.322	Moderate
Employee Performance	0.411	Moderate

Source: Data processed from 160 respondents using SmartPLS (2025)

Effect size analysis in Table 4 reveals that transformational leadership has a substantial influence on change management and a moderate impact on employee performance. Meanwhile, work conflict and the moderating effect show small but meaningful impacts on performance, suggesting that while conflict may hinder performance, its negative effects can be mitigated through strong transformational leadership. These findings highlight the strategic role of leadership in managing conflict and optimizing employee outcomes in the hospitality sector.

Table 4. Effect Size

Relationship	f ² Value	Category
TL → CM	0.483	Large
TL → EP	0.057	Moderate
WC → EP	0.027	Small
TL × WC → EP	0.029	Small

Source: Data processed from 160 respondents using SmartPLS (2025)

3.1.2. Hypothesis Testing

The results indicate that transformational leadership is a strong predictor of both employee performance and change management. Employees led by transformational leaders tend to show higher adaptability and productivity, which is reflected in the high path coefficient toward change management 0.571 and employee performance 0.440. This suggests that leaders who communicate vision, provide motivation, and offer individualized support can improve both operational outcomes and readiness for organizational change. Conversely, work conflict demonstrates a negative effect on performance, as indicated by its negative coefficient -0.282, confirming that unresolved conflict may disrupt productivity, reduce cooperation, and hinder goal achievement. Interestingly, further analysis shows that transformational leadership moderates this relationship, where the interaction between transformational leadership and work conflict shows a negative coefficient -0.226, indicating that strong leadership can buffer or weaken the detrimental impact of conflict on performance. Overall, these findings confirm the central role of transformational leadership not only as a direct driver of performance and change readiness, but also as a protective factor that reduces the negative consequences of workplace conflict. This highlights the importance of cultivating leadership practices that promote synergy, motivation, and resilience in service-based organizations such as the hospitality industry.

Table 5. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient	t-value	p-value	Decision
H1	WC → EP	-0.282	2.183	0.029	Supported
H2	TL → EP	0.440	3.060	0.002	Supported
H3	TL → CM	0.571	9.886	0.000	Supported
H4	TL × WC → EP	-0.226	2.112	0.035	Supported

Source: Data processed from 160 respondents using SmartPLS (2025)

The findings confirm that transformational leadership consistently enhances both employee performance and organizational change readiness. This indicates that when leaders actively motivate, inspire, and support employees, they can improve their willingness to adapt and maintain performance even in dynamic work environments. Meanwhile, the negative effect of work conflict on employee performance suggests that unmanaged conflict may reduce collaboration and weaken work outcomes. However, when transformational leadership is present, the negative impact of conflict is significantly reduced, highlighting its role as a protective factor in conflict situations. Overall, the results emphasize the importance of leadership practices in building a productive, adaptive, and change-ready workforce within the hospitality sector.

3.2. Discussion

The results of this study demonstrate that transformational leadership has a substantial influence on both employee performance and the effectiveness of change management within hospitality organizations. In a highly dynamic service environment, transformational leaders are able to articulate a clear vision, establish trust, and actively engage employees during organizational changes, thereby increasing their readiness to adapt. This finding supports Effendi and Aslami (2023), who argue that transformational leadership enhances employee commitment and minimizes resistance throughout organizational transformation processes.

Although transformational leadership positively affects employee performance, its impact is relatively moderate, suggesting that leadership alone may not fully determine performance outcomes. Other contextual factors, including workload intensity, organizational support, and compensation systems, may also play an important role. This finding is consistent with Aldossari and Alanizan (2025), who reported that transformational leadership improves employee performance by fostering emotional engagement and creating a supportive work climate.

The analysis further reveals that work conflict has a negative, though relatively small, effect on employee performance. While conflict may not immediately disrupt performance in hospitality settings, prolonged exposure can generate emotional strain, reduce teamwork, and weaken employee concentration over time. This observation aligns with the findings of Haryanto et al. (2022), who noted that unresolved workplace conflict can gradually diminish task effectiveness and team performance.

The moderating role of transformational leadership indicates that leaders who demonstrate supportive, open, and empathetic behaviors are able to mitigate the adverse effects of work conflict. Through effective communication and positive role modeling, leaders can encourage employees to interpret conflict more constructively, thereby limiting its disruptive consequences. This result is in line with previous studies suggesting that transformational leadership can transform conflict into a learning opportunity that supports continuous improvement (Kim, 2024).

Overall, these findings emphasize that transformational leadership functions not only as a direct determinant of employee performance and change readiness, but also as a protective mechanism in situations involving workplace conflict. Strengthening transformational leadership capabilities is therefore essential for hospitality organizations seeking to foster adaptive, collaborative, and performance-driven work environments.

4. CONCLUSION

This study demonstrates that transformational leadership plays a vital role in improving employee performance while simultaneously supporting effective change management within hospitality organizations. Leaders who exhibit transformational qualities are capable of fostering trust, articulating a clear organizational vision, and motivating employees, which in turn enhances their readiness to adjust and sustain productivity in rapidly changing work environments. Although work conflict was found to have a negative effect on employee performance, its impact can be mitigated in the presence of strong transformational leadership, highlighting its function as a moderating factor in conflict situations. These findings suggest that transformational leadership not only directly influences performance and readiness for change but also serves as a stabilizing mechanism when employees encounter workplace challenges.

The results further underline the strategic importance of leadership development within hospitality organizations, particularly in environments marked by continuous change, high service demands, and complex teamwork dynamics. By strengthening transformational leadership capabilities, hotels can enhance employee engagement, increase organizational adaptability, and foster a supportive climate that facilitates successful change initiatives. Despite these contributions, this study is subject to several limitations. Data collection relied on self-administered questionnaires, which may introduce response bias. In addition, the research was conducted within a single hospitality organization, potentially limiting the applicability of the findings to other organizational or industry contexts. Future studies are encouraged to involve a wider range of hospitality settings and to employ qualitative or longitudinal research designs in order to capture deeper insights into the evolving relationships between transformational leadership, work conflict, employee performance, and change management.

From a practical standpoint, hospitality organizations are advised to prioritize structured leadership development programs, including transformational leadership workshops, mentoring schemes, and coaching initiatives for supervisors and managerial staff. Such programs should emphasize the development of skills related to conflict management, constructive communication, and employee empowerment through participative decision-making. Moreover, incorporating conflict management components into regular managerial training can enable leaders to recognize early signs of workplace conflict and address them proactively. Through the systematic development of transformational leadership competencies, hospitality organizations can enhance employee performance, improve adaptability to organizational change, and sustain service quality in high-pressure and continuously evolving operational environments.

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