

The Mediating Role of Positive Organizational Behavior in the Relationship Between Servant Leadership and Employee Engagement in Kathmandu's Five-Star Hotels



Nepalese Journal of Hospitality
and Tourism Management
Vol. 7 No. 1 March 2026

Dilip Ale*¹, Ravi Chapagain²

¹Faculty of Management
Manimukunda College, Butwal
<https://orcid.org/0009-0003-3779-8167>

²Faculty of Management
Southwestern State College
ravichapagain7@gmail.com
<https://orcid.org/0009-0008-5316-1066>

*Corresponding Author:
Dilipale621@gmail.com

Received: January 26, 2026
Revised: February 16, 2026
Accepted: March 6, 2026
Published : March, 2026

Abstract

The hospitality sector is highly reliant upon employee engagement to achieve optimal levels of service quality and organizational success. The current research study explores the servant leadership, positive organizational behaviour and employee engagement relationships in five-star hotels located in Kathmandu, Nepal. A quantitative descriptive-analytical research design was implemented, and data were collected from 388 employees working at three selected 5-star hotels using structured questionnaires. The relationships and mediation effects were tested using Partial Least Squares Structural Equation Modelling. The findings of the current study show a substantial and positive direct relationship between servant leadership and employee engagement; however, the findings do not support that servant leadership has a direct or positive effect on positive organizational behaviour or that positive organizational behaviour directly predicts employee engagement. Therefore, positive organizational behaviour does not mediate the relationship between servant leadership and employee engagement. Furthermore, the statistical results of the structural model indicate a low level of variance in employee engagement indicating that leadership behaviour have a greater direct influence over engagement than psychological resources within the hospitality sector. It is clear from this research that developing servant leadership capabilities will allow for the improvement of employee engagement levels within luxury hotels through the means of employee becoming engaged at work through the development of their own engagement level. Future research should look to incorporate various contextual and organizational elements to better explain employee engagement levels in the hospitality industry.

Keywords: Employee engagement; hospitality industry; positive organizational behavior; servant leadership.

How to cite this paper:

Ale, D., & Chapagain, R. (2026). The mediating role of positive organizational behavior in the relationship between servant leadership and employee engagement in Kathmandu's five-star hotels. *Nepalese Journal of Hospitality and Tourism Management*, 7(1), 93-106. <https://doi.org/10.3126/njhtm.v7i1.92143>

Introduction

In today's dynamic business environment, organizations face significant challenges in maintaining sustainable performance and employee well-being. With increasing competition, many organizations have begun to look for alternative behavioral strategies to help them improve employee and organizational outcomes through traditional management methods. Positive Organizational Behavior (POB) focuses on employees' psychological capabilities as well as their attitudes towards their work and organization and is a way of creating a positive environment that enhances the effectiveness and resiliency of organizations from inside out (Luthans, 2002). The focus of POB is to create environments that allow employees to thrive through the development of both individual and collective strengths therefore enhancing the overall health of the organization.

The engagement of employees is a core concept of POB and is described as the level of emotional, cognitive, and behavioral commitment that employees have to their jobs and organizations (Bakker & Schaufeli, 2008). Engaged employees are generally more productive, creative and are more committed to their organization than non-engaged employees, thus making employee engagement a key component to maintain an organization's competitive advantage. There is a growing amount of research, both theoretical and empirical, supporting the notion that employees' use of psychological resources (self-efficacy, optimism, hope and resilience) collectively referred to as psychological capital, has a strong impact on employee engagement and organizational performance (Luthans et al., 2007). As organizations continue to change and encounter turbulence, particularly the hospitality industry and more specifically five-star hotels, face many challenges, including high customer service expectations, high employee turnover and long working hours all of which negatively impact engagement and have the potential to undermine the organizational culture (Lee & Ok, 2015).

The importance of putting a premium on certain employability skills, such as those associated with communication and teamwork, is widely recognized by the hospitality industry as methods used to recruit and retain a highly trained and skilled workforce. However, there is less consensus regarding how to develop these skills within the context of providing service excellence to customers. To meet the challenge of developing employability skills while creating team-building experiences for professionals that are conducive to the service sector as a whole, it is necessary to employ leadership strategies that emphasize the well-being and overall development of employees.

One viable leadership approach is servant leadership, which relies on promoting a culture of ethical stewardship, collaboration, and building capacity for employees by creating and supporting leadership development opportunities (Greenleaf, 1977; Wong & Davey, 2007). Servant leadership as a mechanism for developing a positive organizational climate and maintaining a high level of employee engagement has received extensive attention in the general literature on organizational leadership; however, it is not well understood within the hospitality context despite the fact the principles of servant leadership align directly with the goals of providing service excellence and reducing employee turnover

(Brownell, 2010). The continuing trend of elevated levels of employee turnover in the hotel sector underscores the need to identify ways to integrate both leadership and positive organizational practices to reduce employee turnover and promote a positive working environment in these establishments. Continuing to experience elevated levels of employee turnover disrupts team cohesion and negatively impacts on knowledge retention, and will limit employee engagement in the overall organizational culture (Ghani et al., 2022). The demands placed upon hotel employees, including working off-hours, working high-stress jobs, and working with customers who have unrealistic service expectations, can lead to burnout, job dissatisfaction, and disengagement from the workplace (Maslach et al., 2001). These challenges faced by hotel employees suggest the need for leadership strategies that support the simultaneous development of POB and engagement in the workplace.

The purpose of this study is to assess the role of positive organizational behaviour in mediating the relationship between servant leadership and employee engagement at Kathmandu's five-star hotels.

Literature Review

Conceptual Review

Servant Leadership

The emergence of servant leadership happened in reaction to leader driven power and personal ambition. Servant leadership places the emphasis on the ethical conduct of the leader (Liden et al., 2015), as well as on the humility of the leader, and the development of the people who work for the leader. Leaders who exhibit the characteristics of servant leadership build relationships based on trust with their followers, are actively listening, include employee input in decision-making and foster the development of their employees' both personally and professionally (Eva et al., 2019). Servant leadership has a strong connection to service-oriented work environments, since the servant leader is helping to develop the employees as a total person. As the servant leader displays a sense of caring, togetherness and fairness, the result is an environment where employees will feel appreciated and will be motivated to exceed the expectations of their formal job duties (Jit et al., 2016). Therefore, focusing on relational and ethical leadership can create an environment that produces excellent outcomes for an organization.

Positive Organizational Behavior

Positive organizational behavior (POB), like positive psychology, focuses on the employee's strengths instead of their weaknesses and would center on the employee's strengths (Seligman, 1998). At the core of POB is psychological capital which is a combination of hope, self-efficacy, optimism, and resiliency (Luthans et al., 2007). The psychological resources that comprise an employee's psychological capital are not fixed traits, but rather they are developable capacities that will affect the way that an employee deals with both work-related challenges and opportunities. POB supports the development of employees through a leadership style that promotes a supportive, meaningful workplace (Luthans & Avolio, 2003). Positive leaders empower employees, model positive behaviour, and build

an employee's sense of purpose (Luthans & Avolio, 2003). Positive work environments also facilitate increased job satisfaction, employee commitment, and overall psychological wellness for employees (Cameron & Spreitzer, 2012). Servant leadership is a leadership style that naturally promotes the development of POB by placing the focus on the growth of employees and the psychological health of employees.

Employee Engagement

Employee engagement, as defined by Kahn (1990), is a positive and fulfilling state of work that encompasses physical, cognitive, and emotional involvement in the person's job. Engaged employees demonstrate enthusiasm, dedication, and a willingness to go above and beyond for their organization's success (Markos & Sridevi, 2010). In addition to being associated with increased productivity, creativity, customer orientation, and decreased turnover (Harter et al., 2002), there is a substantial body of research that demonstrates that employee engagement does not develop in a vacuum, but rather it is influenced by organization-level factors; specifically, leadership practices, job resources, and the organization's climate for engagement all have a significant impact on an individual employee's engagement level. Research has identified a number of leadership behaviors that contribute positively to the employee 'engagement experience' (e.g., empowering employees, communicating in a meaningful fashion to employees; supporting employees) (Walumbwa et al., 2008). As such, there is a conceptual linkage that servant leadership, via its emphasis on the "human" aspect of leadership, has the potential to increase employee engagement indirectly by promoting the psychological resources of employees.

Psychological Capital Theory

The theory of Psychological Capital explains how people's positive psychological resources impact their attitudes and performance. Psychological Capital (PsyCap) is made up of four elements of positive psychology; hope, self-efficacy, optimism, and resilience. Together these elements combine to create a higher level of motivational goals and positive evaluations or appraisals of work situations (Luthans et al., 2007). All four elements of positive psychology share a common focus on personal agency, persistence in the face of difficulty or adversity, and confidence in being successful. Employees who have high PsyCap will be more prepared to cope with stressors in the workplace and to effectively manage changes occurring within the organization, and to remain engaged emotionally while at work (Youssef & Luthans, 2013). Additionally, as a result of the positive feelings created by a PsyCap, individuals will also be able to enhance their ability to be creative and problem solve (Luthans et al., 2011). From this perspective, leadership styles that support and foster PsyCap such as servant leadership would play an important role in developing employee engagement.

Empirical Review

There is substantial evidence from many empirical studies showing that psychological capital is positively related to job performance, job satisfaction, and employee engagement (Luthans et al., 2007; Ngwenya & Pelsler, 2020). Research indicates that PsyCap frequently

mediates the relationship between leadership styles and performance, suggesting its fundamental importance in organizational behaviour (Avey et al., 2009). When studies across different sectors and cultures have demonstrated that hope, resilience, optimism, and self-efficacy reduce stress, absenteeism, and cynicism and increase organizational citizenship behaviour and learning (Larson & Luthans, 2004; Mahar et al., 2017; Malodia & Vashisht, 2019), it can be concluded that positive leadership practices develop employees' psychological resources and lead to a positive impact on knowledge sharing and engagement (Sun et al. 2017).

There is a great deal of research supporting how beneficial Employee Engagement is to both the individual and the organization. Evidence shows that Employees who are engaged have a higher sense of well-being, are more committed to their jobs, and have fewer intentions of experiencing a Burnout or leaving the organization (Schaufeli et al., 2006; Harter et al., 2002). Additionally, studies illustrate the link between employee engagement and levels of customer satisfaction and quality of service; both are important in a hospitality environment. Furthermore, studies show there are certain factors that lead to employee engagement (e.g., Psychological Capital, Job Autonomy, Internal Communication, and Leadership Support) (Alfariza, 2019; Verčić & Pološki Vokić, 2017). Research conducted in hotel and service industries shows that employee engagement acts as a mediator between job satisfaction and turnover intention (Wang, 2022). Servant Leadership has also been associated with promoting employee engagement through modeling of care and ethical behavior (Ruslim & Azmy, 2023).

Research Gap

Prior research shows that servant leadership supports overall employee attitudes towards service-oriented behaviors by focusing on ethical behavior, follower development, and leader–employee support (Linden et al., 2015; Eva et al., 2019). Likewise, studies on positive organizational behavior (e.g., psychological capital) have consistently shown a positive relationship between its components and employee job performance, health, and engagement in the workplace (Luthans et al., 2007; Avey et al., 2009). In addition to previous research, employee engagement has been identified as a key factor affecting productivity, commitment, and retention, especially within service organizations (Kahn, 1990; Harter et al., 2002).

Despite the advancements previously discussed, there are significant gaps in our knowledge. Most studies have explored servant leadership, psychological capital, and employee engagement as separate concepts with little research integrating these concepts into a singular explanatory model to elucidate how leadership affects employee engagement (Walumbwa et al., 2008; Youssef & Luthans, 2013).

In addition to a lack of integration among variables, there is a significant amount of empirical research in Western and non-hospitality settings but a paucity of research in luxury hospitality contexts where employees use emotional labor and engage with customers continuously, thereby heightening the need for positive psychological resources (Karatepe, 2014; Wang, 2022). The research in South Asian and Nepali contexts remains

scarce, despite cultural characteristics such as collectivism and relational orientation that may shape leadership effectiveness and employee engagement differently (Shrestha, 2019).

Methodology

The study used a quantitative research approach using a descriptive–analytical research design. This design is appropriate for examining existing conditions, patterns, and relationships among variables at a single point in time. The population of the study consists of all employees working across different departments and hierarchical levels in selected five-star hotels located in Kathmandu. At the time of the study, there were ten five-star hotels operating in Kathmandu, out of which three hotels were selected for inclusion in the research. A convenience sampling technique was adopted due to practical considerations such as accessibility of employees, work schedules, and organizational consent.

The information has been collected by handing out survey questions directly to employees at each hotel. A total of five hundred surveys were given out and four hundred and thirty-three were returned with a high initial return rate. After reviewing the responses for completeness and consistency, only three hundred eighty-eight of the original four hundred thirty-three could be used for analysis, resulting in a 77.6% usable response rate. This study relied on thirty-four core knowledge of each variable measured using a five-point Likert scale and will generate primary quantitative data. Surveys were selected as the primary method of collecting data, therefore all measures were based on established, validated scales. For example, positive organizational behaviour measures are based on Nicholas (2007) and Gartland et al. (2011). Servant leadership was based on the seven item questions from Liden et al. (2015) and employee engagement was measured based on Shrotryia and Dhanda (2020). The data collected was coded and evaluated using the SmartPLS.

Results/Findings

Partial Least Squares Structural Equation Modeling (PLS-SEM) evaluated models in a two-step process; the first is to confirm the reliability and validity of the measurement model for constructs being used and the second is to analyze the structural model based upon the paths or relationships between the constructs through path coefficients to verify the stated hypotheses (Hair et al., 2019). The measurement model for servant leadership, positive organizational behavior, and employee engagement (through a reflective measurement model) were evaluated for this analysis.

Measurement Model Assessment

The outer loadings of the indicators were used to test reliability. Acceptable reliability is typically considered to exist when outer loadings are at least 0.70 and higher (Hair et al., 2017). As shown in the table below, while the majority of indicators had outer loadings greater than this level, some of the items associated with the constructs had outer loadings marginally below 0.70.

Table 1*Measurement Model. Reliability and Convergent Validity*

Variable	Outer Loading	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	AVE
Servant Leadership		0.845	0.866	0.879	0.542
SL_1	0.815				
SL_2	0.805				
SL_3	0.814				
SL_4	0.859				
SL_5	0.69				
SL_6	0.776				
SL_7	0.059				
Positive Organizational Behavior		0.95	0.965	0.951	0.526
POB_1	0.53				
POB_2	0.61				
POB_3	0.812				
POB_4	0.558				
POB_5	0.846				
POB_6	0.818				
POB_7	0.833				
POB_8	0.679				
POB_9	0.737				
POB_10	0.688				
POB_11	0.46				
POB_12	0.665				
POB_13	0.804				
POB_14	0.787				
POB_15	0.76				
POB_16	0.765				
POB_17	0.747				
POB_18	0.811				
Employee Engagement		0.927	0.968	0.939	0.723
EE1	0.882				
EE_2	0.926				
EE_3	0.931				
EE_4	0.901				
EE_5	0.778				
EE_6	0.648				

The reliability of the internal consistency of all constructs was assessed through the use of Cronbach's alpha, Jöreskog's rho (ρ_A) and composite reliability (ρ_c). The results of all constructs were above the recommended minimum threshold of 0.70, indicating that the constructs are reliable at the recommended level of reliability (Nunnally & Bernstein, 1994; Hair et al., 2019). Therefore, it appears that the measurement of latent constructs by means of their indicators has been done so consistently.

Convergent validity was assessed as the average variance extracted (AVE). According to Fornell and Larcker (1981), the AVE should be at least 0.50 in order for the construct to be considered to explain more than 50% of the variance of its respective indicators. Based on the table, the AVE for servant leadership, positive organizational behavior and employee engagement were each greater than this minimum value, thereby indicating that there is adequate convergent validity between the three constructs.

The square root of the AVE for employee engagement is 0.85 and is greater than its correlation with positive organizational behavior (0.079) and servant leadership (0.157). The square root of the AVE for positive organizational behavior is 0.726, which is greater than both of the correlations that it has with employee engagement (0.079) and servant leadership (-0.043). Finally, the square root of the AVE for servant leadership is 0.736 which is greater than both its correlation with employee engagement (0.157) and its correlation with positive organizational behavior (-0.043).

Table 2

Discriminant Validity

	EE	POB	SL	HTMT
EE	0.85			0.059
POB	0.079	0.726		0.148
SL	0.157	-0.043	0.736	0.075

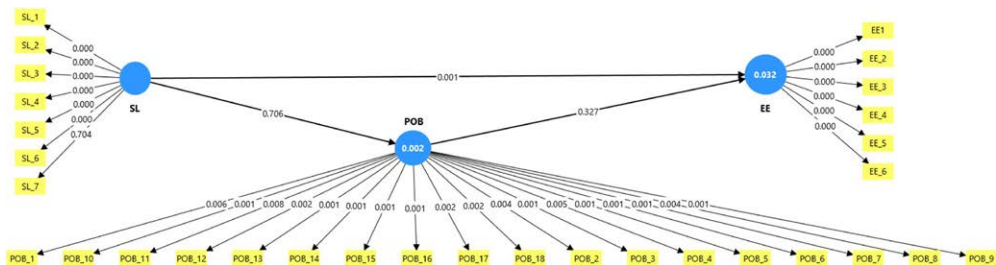
While some individual indicators did not reach the target outer loading threshold of 0.70, all of the constructs exhibit good internal consistency reliability and adequate AVE values. Therefore, according to PLS-SEM procedures, keeping those indicators is supported based on theory and the results of the analysis (Hair et al., 2017; Hair et al., 2019). These findings suggest that the amount of variance between the constructs is greater for each construct and their respective indicators than the amount of variance shared between the constructs. As a result, the measurement model demonstrates sufficient discriminant validity, supporting that employee engagement, positive organizational behaviour and servant leadership represent conceptually and empirically separate constructs.

Structure Model Assessment

Bootstrapping of 5000 subsamples was done in order to evaluate the structural model. This provided the basis for estimating the main parameters for validating the statistical significance of the relationships founded as hypotheses, including path coefficients,

t-statistics, p-values and 95% confidence intervals with corrected bias. Servant leadership was found to have a positive and statistically significant direct effect on employee engagement; $\beta = 0.16$, $t = 3.272$, $p = 0.001$ indicates that hotel employees who think their leaders are ethical, supportive and focused on growing employees are much more likely to engage emotionally and cognitively to their jobs. Regrettably, there was no significant statistical relationship between servant leadership and positive organizational behaviour; $\beta = -0.043$, $p = 0.706$. This indicates that for the hotels sampled in the present study, servant leadership did not have a direct contribution to the psychological capital dimensions of employee’s hope, optimism, resilience and self-efficacy.

Figure 1
Path Analysis



The path from positive organizational behavior to employee engagement is also not significant with $\beta = 0.086$, $p = 0.327$.

Table 2

Structural Path and Mediation Results

Hypothesized Path	Path Coeff.	t-value	p-value	2.5	97.5	Significance
R ² EE = 0.032;						
R ² POB = 0.002						
SL → EE	0.16	3.272	0.001	-0.1	0.225	Significant
SL → POB	-0.043	0.378	0.706	-0.182	0.195	Not Significant
POB → EE	0.086	0.98	0.327	-0.197	0.172	Not Significant
SL → POB → EE (Total Indirect)	-0.004	0.324	0.746	-0.026	0.02	No Mediation

The results from the mediation analysis indicate that positive organizational behavior does not mediate the relationship between servant leadership and employee engagement ($\beta = -0.004$, $p = 0.746$). The bias-corrected 95% confidence interval for the mediation analysis was from -0.026 to 0.020 ; since it includes zero, it confirms that there are no mediation effects (Preacher & Hayes, 2008; Hair et al., 2019). This suggests that the effect of servant leadership on employee engagement is a direct-only effect, meaning that the effect of servant leadership on employee engagement does not occur through

positive organizational behavior. Therefore, while there is a relationship between servant leadership and employee engagement, the relationship does not occur through any of the psychological processes captured by positive organizational behavior in this study.

Discussion

Evidence supporting positive impacts of servant leadership on employee engagement aligns with much previous research. In hospitality and service-based areas of operation, servant leadership assists with increased trust, employee motivation and emotional commitment, which cultivate increased employee engagement (Liden, Wayne, Zhao, & Henderson, 2015; Eva, Robin, Sendjaya, van Dierendonck, & Duyvendak, 2019; Ruslim & Azmy, 2023); similar findings have been recorded in Asian hotels; therefore, the relationship-oriented approach of servant leadership fits within collectivist cultures. Unlike many previous studies on servant leadership, this study did not demonstrate a strong relationship between servant leadership behaviors of leaders and positive organizational behavior. In previous investigations, servant leadership and other leadership styles that emphasize ethical conduct and empowerment have been found to positively impact psychological capital (Luthans, Avey, & Dyer, 2007; Avey, Luthans, & Youssef, 2009).

Based on the earlier studies that provide a link between POB and employee engagement (Bakker & Schaufeli, 2008; Ngwenya & Pelser, 2020), the findings of the present study do not support there being a positive, significant relationship between POB and employee engagement. Variations in sample characteristics and the context of the organization may explain the differences between the two body of literature. Many previous studies have examined knowledge-intensive or professional organizations, where there are higher levels of autonomy and personal psychological resources influencing engagement compared to highly structured hospitality environments.

Multiple previous studies have identified and confirmed psychological capital as a mediator for the relationship between leadership styles and employee outcomes (Avey et al., 2009). In contrast, the current study does not find any mediation between servant leadership and employee engagement through positive organizational behavior. Thus, this finding portrays a different trend of research in the hospitality sector that demonstrates that leadership can have direct influence on engagement without necessarily having to do so through psychological resources within an employee.

Conclusion

Analysis shows a strong direct influence of servant leadership on employee engagement; when leaders are focused on their employees' needs, behaving according to ethical principles, and creating a supportive relationship with their employees, this results in increased emotional and cognitive engagement in their employees' jobs. This finding supports the large amount of previous research that demonstrates the effectiveness of employee-centered styles of leadership within service industries.

On the other hand, positive organizational behavior has not been shown to have a direct effect on servant leadership, nor has positive organizational behavior been shown to

directly predict employee engagement in this study. Given this lack of mediation between servant leadership and employee engagement, the low predictive strength of the overall structural model suggests that psychological resources alone may not provide sufficient explanation for engagement within luxury hotel work settings, where standardized work processes and high service expectations create challenges for employee engagement.

Theoretical Implications

This research adds to the body of literature on servant leadership and organizational behavior by enhancing the understanding of how servant leadership functions in hospitality settings in developing countries. Many previous studies place positive organizational behavior as an important mediating factor between leadership and employee outcomes. However, in this study, it was found that, despite there being no significant correlation between servant leadership and positive organizational behaviour, nor between positive organizational behaviour and employee engagement, the strength of psychological capital theories may vary based on the context in which they are applied. Furthermore, the findings imply that servant leadership has a more pronounced influence on employee engagement through direct relational and behavioral channels than by means of influencing the psychological capital of employees. This study contributes to the development of servant leadership theory by highlighting the immediate interpersonal impact of servant leadership, especially in highly structured service-based contexts.

Practical Implications

From a practical perspective, these results provide valuable knowledge for hospitality managers and policymakers. The strong relationship between servant leadership and employee engagement indicates the need for organizations in the hospitality industry to develop leadership development programs focusing on ethical behavior, empathy, empowerment, and employee well-being. Programs that enhance the competencies of servant leadership will contribute to creating an empowered, engaged workforce that is conducive to providing high-quality services and achieving customer satisfaction in five-star hotels. The lack of a significant relationship between positive organizational behaviour and employee engagement suggests that organizations should not use only psychological capital initiatives to improve employee engagement. Instead, organizational leadership should use a more comprehensive approach to improving employee engagement by combining the development of leadership skills with supportive human resource practices.

Limitations and Future Research

The limitations of this study need to be addressed, specifically the use of cross-sectional design (which limits ability to establish a strong relationship of cause and effect between variables), self-reporting (which raises issues of common method bias and social desirability), and collecting data only from three five-star hotels in Kathmandu (which could limit generalization of results).

Future research should focus on longitudinal data collection to better establish causality of leadership behaviour and employee engagement over time. Conducting research in

multiple categories, such as hotels and service industries, across various areas would increase generalizability of findings.

Future research should also examine additional mediators/moderators including: organizational culture; perceived organizational support; job demands; and work-life balance; to provide a more complex understanding of engagement within hospitality. Comparative studies exploring servant leadership compared to other leadership styles would further inform which approaches are most effective in a service-driven environment.

Consent to Participate

Prior to participation, all respondents were completely informed about the purpose of the study and provided their intentional consensus.

The data collected and analyzed during this research are not openly accessible due to privacy and discretion considerations; however, they may be gained from the corresponding author upon reasonable demand.

Declarations

The authors declare no conflicts of interest.

References

- Alfariza, S. (2019). Correlation between job autonomy and psychological capital with work engagement. *Russian Journal of Agricultural and Socio-Economic Sciences*, 91(7), 202–205. <https://doi.org/10.18551/rjoas.2019-07.22>
- Avey, J. B., Luthans, F., & Jensen, S. M. (2009). Psychological capital: A positive resource for combating employee stress and turnover. *Human Resource Management*, 48(5), 677–693. <https://doi.org/10.1002/hrm.20294>
- Bakker, A. B., & Schaufeli, W. B. (2008). Positive organizational behavior: Engaged employees in flourishing organizations. *Journal of Organizational Behavior*, 29(2), 147–154. <https://doi.org/10.1002/job.515>
- Brownell, P. (2010). *Gestalt therapy: A guide to contemporary practice*. Springer Publishing Company.
- Cameron, K. S., & Spreitzer, G. M. (Eds.). (2012). *The Oxford handbook of positive organizational scholarship*. Oxford University Press.
- Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30(1), 111–132. <https://doi.org/10.1016/j.leaqua.2018.07.004>
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 18(3), 382–388. <https://doi.org/10.2307/3150980>
- Gartland, D., Bond, L., Olsson, C. A., Buzwell, S., & Sawyer, S. M. (2011). Development of a multidimensional measure of resilience in adolescents: The Adolescent Resilience Questionnaire. *BMC Medical Research Methodology*, 11, Article 134. <https://doi.org/10.1186/1471-2288-11-134>

- Ghani, B., Zada, M., Memon, K., Ullah, R., Khattak, A., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, 14(5), Article 2885. <https://doi.org/10.3390/su14052885>
- Greenleaf, R. K. (2013). *Servant leadership: A journey into the nature of legitimate power and greatness*. Paulist Press.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage Publications.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279. <https://doi.org/10.1037/0021-9010.87.2.268>
- Hayes, A. F. (2018). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (2nd ed.). Guilford Press. <https://afhayes.com/introduction-to-mediation-moderation-and-conditional-process-analysis.html>
- Jit, R., Sharma, C., & Kawatra, M. (2016). Servant leadership and conflict resolution: A qualitative study. *International Journal of Conflict Management*, 27(4), 591–612. <https://doi.org/10.1108/IJCM-12-2015-0086>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.2307/256287>
- Karatepe, O. M. (2014). Hope, work engagement, and organizationally valued performance outcomes: An empirical study in the hotel industry. *Journal of Hospitality Marketing & Management*, 23(6), 678–698. <https://doi.org/10.1080/19368623.2014.855994>
- Larson, M., & Luthans, F. (2006). Potential added value of psychological capital in predicting work attitudes. *Journal of Leadership & Organizational Studies*, 13(2), 75–92. <https://doi.org/10.1177/10717919070130020601>
- Lee, J., & Ok, C. (2015). Hotel employee work engagement and its consequences. *Journal of Hospitality Marketing & Management*, 25(1), 1–34. <https://doi.org/10.1080/19368623.2014.994154>
- Liden, R. C., Wayne, S. J., Meuser, J. D., Hu, J., Wu, J., & Liao, C. (2015). Servant leadership: Validation of a short form of the SL-28. *The Leadership Quarterly*, 26(2), 254–269. <https://doi.org/10.1016/j.leaqua.2014.12.002>
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23(6), 695–706. <https://doi.org/10.1002/job.165>
- Luthans, F., & Avolio, B. J. (2003). Authentic leadership: A positive developmental approach. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational scholarship* (pp. 241–261). Berrett-Koehler.
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60(3), 541–572. <https://doi.org/10.1111/j.1744-6570.2007.00083.x>
- Luthans, F., Youssef, C. M., & Rawski, S. L. (2011). A tale of two paradigms: The impact of psychological capital and reinforcing feedback on problem solving and innovation. *Journal of Organizational Behavior Management*, 31(4), 333–350. <https://doi.org/10.1080/01608061.2011.619421>
- Mahar, M. T., Murphy, S. K., Rowe, D. A., Golden, J., Shields, A. T., & Raedeke, T. D. (2007). Effects of a classroom-based program on physical activity and on-task behavior. *Medicine & Science in Sports & Exercise*, 38(12), 2086–2094. <https://doi.org/10.1249/01.mss.0000235359.16685.a3>
- Malodia, L., & Vashisht, A. (2019). Examining the impact of positive psychological capital in reducing cynicism. *International Journal of Hospitality & Tourism Systems*, 12(1), 56–72.

- Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89–96. <https://doi.org/10.5539/ijbm.v5n12p89>
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397–422. <https://doi.org/10.1146/annurev.psych.52.1.397>
- Ngwenya, B., & Pelsler, T. (2020). Impact of psychological capital on employee engagement, job satisfaction and employee performance in the manufacturing sector in Zimbabwe. *SA Journal of Industrial Psychology*, 46, Article a1781. <https://doi.org/10.4102/sajip.v46i0.1781>
- Nicholas, M. K. (2007). The pain self-efficacy questionnaire: Taking pain into account. *European Journal of Pain*, 11(2), 153–163. <https://doi.org/10.1016/j.ejpain.2005.12.008>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). McGraw-Hill.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879–891. <https://doi.org/10.3758/BRM.40.3.879>
- Ruslim, R., Imran, I., & Azmy, A. (2023). Conceptual model of servant leadership as a part of efforts for improving service quality. *International Journal of Multicultural and Multireligious Understanding*, 10(12), 399–409. <https://doi.org/10.18415/ijmmu.v10i12.5319>
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>
- Seligman, M. E. P. (1998). The prediction and prevention of depression. In D. K. Routh & R. J. DeRubeis (Eds.), *The science of clinical psychology: Accomplishments and future directions* (pp. 201–214). American Psychological Association. <https://doi.org/10.1037/10280-008>
- Shrotryia, V. K., & Dhanda, U. (2020). Development of employee engagement measure: Experiences from best companies to work for in India. *Measuring Business Excellence*, 24(3), 319–343. <https://doi.org/10.1108/MBE-07-2019-0071>
- Sun, J. C.-Y., Wu, Y.-T., & Lee, W.-I. (2017). The effect of the flipped classroom approach to OpenCourseWare instruction on students' self-regulation. *British Journal of Educational Technology*, 48(3), 713–729. <https://doi.org/10.1111/bjet.12444>
- Tkalac Verčić, A., & Pološki Vokić, N. (2017). Engaging employees through internal communication. *Public Relations Review*, 43(5), 885–893. <https://doi.org/10.1016/j.pubrev.2017.04.005>
- Verčić, A. T., & Vokić, N. P. (2017). Engaging employees through internal communication. *Public relations review*, 43(5), 885–893.
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34(1), 89–126. <https://doi.org/10.1177/0149206307308913>
- Wang, Y. (2022). Training and turnover intention of hotel employees: The mediating role of job satisfaction. In *Proceedings of the International Conference on Hospitality and Tourism Management* (pp. 1–8). Atlantis Press. https://doi.org/10.2991/978-2-494069-51-0_46
- Wong, P. T. P., & Davey, D. (2007, July). *Best practices in servant leadership*. Paper presented at the Servant Leadership Roundtable, Regent University, Virginia Beach, VA.
- Youssef-Morgan, C. M., & Luthans, F. (2013). Psychological capital theory: Toward a positive holistic model. *Advances in Positive Organizational Psychology*, 1, 145–166.