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Servant Leadership and Organisational Commitment Among Hotel Employees: Comparing the Roles of Job Satisfaction and Organisational Citizenship Behaviour

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Abstract

Servant leadership (SL) is associated with favourable employee outcomes in hospitality, but it remains unclear whether its relationship with organisational commitment (OCM) is reflected more strongly in employees' job evaluations or in their discretionary contributions. This cross-sectional study compared job satisfaction (JS) and organisational citizenship behaviour (OCB) as concurrent indirect associations between SL and OCM and examined whether employee resilience (ER) modified the JS–OCM and OCB–OCM associations. Survey data from 680 full-time employees across 13 hotels in Da Nang, Vietnam, were analysed using partial least squares structural equation modelling, with covariance-based structural equation modelling used as a convergence analysis. SL was positively associated with OCM ($\beta = 0.350$) and showed positive indirect associations through JS ($\beta = 0.142$) and OCB ($\beta = 0.171$). The estimated difference between the two indirect associations was small ($\Delta = 0.029$, $p = 0.223$), with equivalence supported at the 0.075 and 0.10 bounds. The ER $\times$ JS ($\beta = 0.003$) and ER $\times$ OCB ($\beta = 0.012$) interactions were not statistically significant, whereas ER itself was positively associated with OCM ($\beta = 0.232$). Overall, the findings show that both attitudinal and discretionary behavioural responses are relevant to the observed SL–OCM relationship, while the proposed boundary role of ER was not supported.

Keywords: servant leadership; organisational commitment; job satisfaction; organisational citizenship behaviour; employee resilience; hotel employees

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1. Introduction

Hotels operate in a service setting where employees play a central role in delivering and maintaining service quality. Hotel work, however, often involves emotional labour, irregular schedules, and demanding or uncivil customer interactions, conditions associated with stress, exhaustion, and withdrawal intentions (Chung et al., 2021; Han et al., 2016; Ngwa & Bayram, 2026). Maintaining a stable and committed workforce is therefore an important challenge for the hotel industry, making organisational commitment (OCM) particularly relevant in hospitality research (Chouhan, 2025; Ngwa & Bayram, 2026).

One factor that may be relevant to employees' OCM is how they experience leadership at work. Servant leadership (SL) is of particular interest because it emphasises followers' development, wellbeing, empowerment, and ethical treatment (Eva et al., 2019; Liden et al., 2014). Hospitality research has linked SL with several favourable employee outcomes,

including job satisfaction (JS), work engagement, retention, helping behaviour, and organisational citizenship behaviour (OCB) (Chouhan, 2025; Haq et al., 2025; Nguyen et al., 2025; Ozturk et al., 2021).

What remains less clear is how different employee responses to SL relate concurrently to OCM. JS captures how employees evaluate their work, whereas OCB reflects voluntary contribution beyond formal job requirements. Although hospitality research has examined SL in relation to JS, work engagement, OCB, and other employee outcomes, the relative roles of JS and OCB within the SL–OCM relationship have not been clearly established (Bavik, 2019; El Reqib & Tariq, 2025; Ozturk et al., 2021). This leaves open whether OCM is associated more strongly with favourable job evaluations, discretionary contribution, or both. Comparing JS and OCB within the same model therefore allows for their indirect associations in the SL–OCM relationship to be estimated and compared directly.

Beyond comparing the roles of JS and OCB, a further question is whether their associations with OCM vary according to employees' personal resources. Employee resilience (ER) is particularly relevant in this regard. ER has received attention as an employee resource in hospitality, but whether it changes the strength of the associations between these employee responses and OCM remains unclear (Ngwa & Bayram, 2026). Greater ER may help employees maintain positive functioning under demanding work conditions, suggesting that the associations of favourable job evaluations and discretionary behaviour with OCM may differ according to ER.

The study is grounded primarily in social exchange reasoning. Theoretically, SL represents relational investment by the supervisor, while JS and OCB capture distinct employee responses to that investment. ER is examined separately as a personal resource that may condition the associations of these responses with OCM. Accordingly, the study asks three questions: (RQ1) How is SL associated with OCM among hotel employees? (RQ2) What are the indirect associations of SL with OCM through JS and OCB, and do these associations differ in magnitude? (RQ3) Does ER modify the associations of JS and OCB with OCM?

2. Theoretical Framework

2.1. Theoretical Foundation

This study uses social exchange theory as its primary theoretical lens. From this perspective, supportive and follower-centred leadership can be understood as a form of relational investment. Employees may respond to such investment through more favourable evaluations of their work and through discretionary contributions beyond formal requirements. These attitudinal and behavioural responses may, in turn, coexist with stronger organisational attachment (Blau, 1964).

Self-perception reasoning provides one rationale for an OCB → OCM association (Bem, 1972), although the reverse OCM → OCB ordering is also theoretically plausible (Meyer et al., 2002; Organ, 1988). Conservation of resources (COR) theory provides the complementary rationale for examining ER as a personal resource that may condition these relationships (Hobfoll et al., 2018).

2.2. Servant Leadership and Employee Reactions

SL prioritises followers' development, wellbeing, empowerment, and ethical treatment (Eva et al., 2019; Liden et al., 2014). Recent hospitality research continues to associate SL with favourable employee attitudes and behaviours, including JS, work engagement, retention, and discretionary helping behaviour (Dorta-Afonso et al., 2025; Haq et al., 2025; Ozturk et al., 2021). From a social exchange perspective, supportive and developmental su-

pervision represents relational investment that may be associated with more favourable job evaluations. Accordingly, H1 proposes that SL is positively associated with employees' JS.

The same relational investment may also be reciprocated through discretionary contributions beyond formal roles. Recent time-lagged hospitality evidence supports a link between SL and helping behaviour, while evidence associates SL with OCB (Haq et al., 2025; Nguyen et al., 2025). Accordingly, H2 proposes that SL is positively associated with employees' OCB.

2.3. Servant Leadership and Organisational Commitment

OCM reflects employees' attachment to their organisation. Meyer and Allen's (1991) three-component framework distinguishes affective, continuance, and normative commitment. These components provide the conceptual basis for OCM in the present study. SL may be associated with stronger attachment because concern for employee development and wellbeing signals relational investment beyond a purely transactional exchange. Recent evidence continues to link SL with commitment-related outcomes, including affective commitment and OCM (Godbersen et al., 2024; Zhou et al., 2024). Accordingly, H3 proposes that SL is positively associated with OCM.

2.4. Job Satisfaction and Organisational Citizenship Behaviour as Concurrent Correlates of Commitment

JS reflects employees' overall evaluation of their work and has been positively associated with OCM (Locke, 1976; Meyer et al., 2002). Recent Vietnamese research has also examined JS in relation to organisational commitment across occupational settings (Thien Tam et al., 2026; Tran, 2024). Accordingly, H4 proposes that JS is positively associated with OCM.

OCB captures discretionary contributions beyond formal job requirements (Ma et al., 2022; Organ, 1988). Repeated voluntary contribution may coexist with stronger organisational attachment, and self-perception reasoning offers one possible account of that association (Bem, 1972). Because the reverse OCM → OCB ordering is also common in prior research, the alternative ordering is also examined (Tam et al., 2026). Accordingly, H5 proposes that OCB is positively associated with OCM.

Together, H1–H5 imply two indirect associations between SL and OCM: one through JS and one through OCB. Estimating them side by side permits a direct comparison of their magnitudes without imposing an order between JS and OCB. H6 proposes a positive indirect association between SL and OCM through JS, whereas H7 proposes a positive indirect association through OCB.

2.5. Employee Resilience as a Second-Stage Boundary Condition

ER reflects the capacity to adapt and continue functioning effectively under workplace adversity (Kuntz et al., 2016; Näswall et al., 2019). Drawing on COR theory, ER is conceptualised here as a personal resource. COR theory proposes that individuals with greater resources are less vulnerable to resource loss and more capable of resource gain (Hobfoll et al., 2018). Based on this resource gain perspective, we hypothesised that the positive associations of JS and OCB with OCM would be stronger among employees with higher ER. H8 therefore proposes that ER positively moderates the JS–OCM association, and H9 proposes the same for the OCB–OCM association (Figure 1).

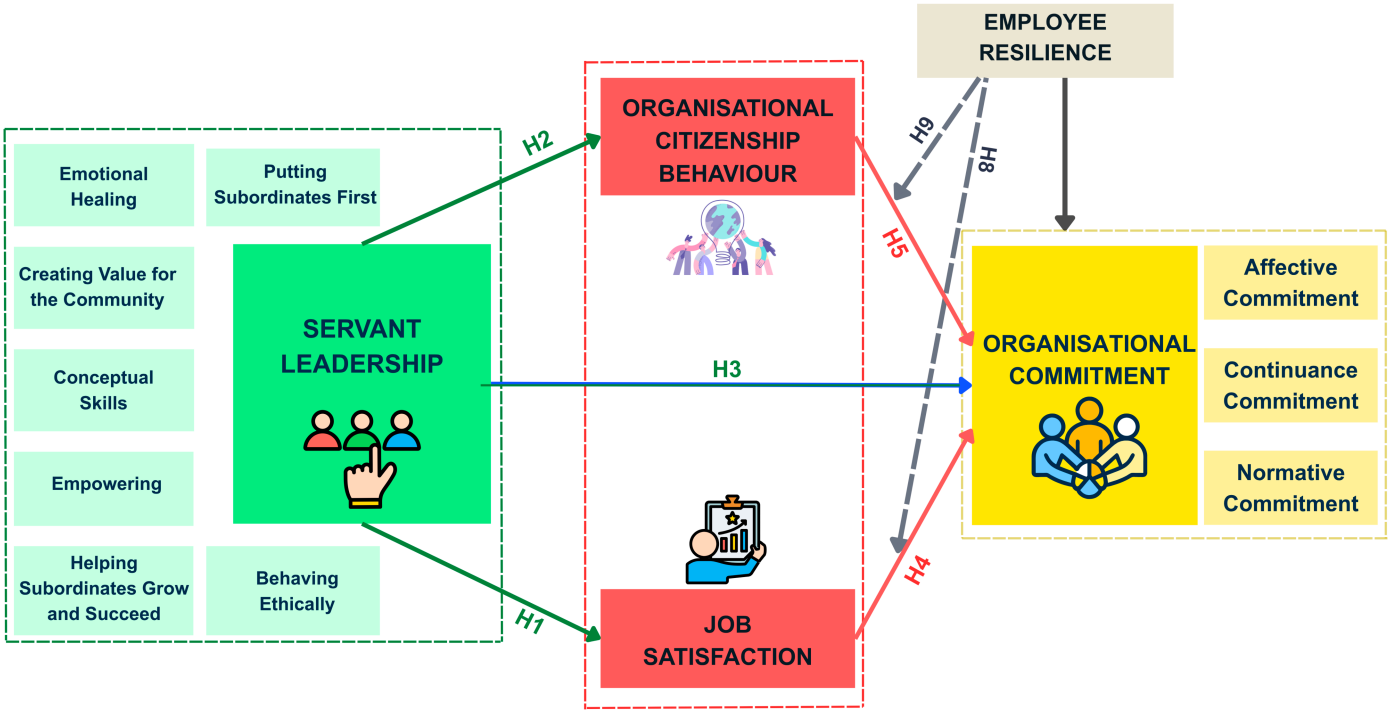

Figure 1. Conceptual model. Solid arrows represent the direct associations in H1–H5 and the direct ER–OCM association. H6 and H7 represent the indirect associations through JS and OCB, respectively, and are therefore not shown as separate arrows. Dashed arrows represent the second-stage moderation hypotheses H8 and H9. Abbreviations: ER—employee resilience; OCM—organisational commitment.

3. Materials and Methods

3.1. Study Design, Setting, Participants, and Sample Size

This cross-sectional survey was conducted among hotel employees in Da Nang, a coastal tourism city in Central Vietnam. Ethical approval was granted by Duy Tan University (Decision No. 3915/QĐ-ĐHDT, 21 August 2024). The study followed the Declaration of Helsinki, and all participants provided written informed consent before participation.

An a priori sample size assessment was conducted using the inverse square root method for partial least squares structural equation modelling (PLS-SEM) (Kock & Hadaya, 2018). Using a two-sided adaptation of the method, 785 participants were required to detect a standardised coefficient of $|\beta| = 0.10$ at $\alpha = 0.05$ with 80% power. The achieved sample of 680 corresponded to a detectable standardised coefficient of approximately $|\beta| = 0.107$ at the same significance and power levels.

The hotel-level sampling frame comprised hotels officially classified as three stars or above in Da Nang at the start of recruitment. Hotels were drawn from this frame in computer-generated random order and invited to participate. Of the 17 hotels invited, four declined and 13 agreed, giving hotel-level participation of 76.5%. Within each participating hotel, the human resource department distributed questionnaires to eligible employees. Selection within hotels was not random, so the final employee sample is non-probability-based.

Eligible participants were full-time employees working under formal labour contracts at the selected hotels. Recruitment covered front office, housekeeping, food and beverage, and other operational or support departments. Participation was voluntary, and questionnaires were completed anonymously. Respondents who did not meet the eligibility criteria were excluded.

Data were collected between 8 August and 10 December 2025. A total of 850 questionnaires were distributed within the 13 participating hotels and 730 were returned, yielding an employee-level response rate of 85.9%. After eligibility and data quality screening, 680 respondents were retained in the final analytic sample.

Hotel and supervisor identifiers were not retained. Therefore, observed intraclass correlations (ICCs), cluster-robust standard errors, and multilevel effects could not be estimated.

3.2. Measures and Questionnaire Development

The questionnaire comprised 64 substantive items measuring the five study constructs, together with demographic questions. All substantive items used a seven-point agreement format from 1 (strongly disagree) to 7 (strongly agree). Full item wording, provenance, and questionnaire development details are provided in Supplementary Document S1.

SL was measured with the 28-item, seven-dimension scale of Liden et al. (2008), reworded for the hotel setting and immediate supervisor referent. JS was assessed with six items written for this study with reference to the general satisfaction domain of the Job Diagnostic Survey (Hackman & Oldham, 1975). OCB was measured with nine items adapted from the interpersonal-, organisation-, and customer-directed facets described by Ma et al. (2022). ER used six items adapted from the nine-item Employee Resilience Scale (Näswall et al., 2019), shortened and changed to an agreement format. OCM was assessed using 15 items adapted from Meyer and Allen's (1991) framework. SL and OCM were specified as higher-order constructs. OCB was modelled as one first-order construct because no target-specific hypotheses were tested.

The measures were translated from English into Vietnamese using independent translation and back-translation by two bilingual researchers following Brislin's (1970) procedure, followed by review by a bilingual hospitality scholar. The questionnaire was pretested with 30 participants and piloted with 95 respondents, who were excluded from the analytic sample. All 64 substantive items were positively worded and presented in a fixed block order (SL, OCB, JS, ER, OCM).

3.3. Data Screening and Bias Assessment

Returned questionnaires were screened for eligibility, missing data, invariant response patterns, and multivariate outliers. Of 730 questionnaires returned, 29 were excluded for not meeting the eligibility criteria, 16 for failing prespecified data quality criteria, and five as multivariate outliers based on Mahalanobis distance ($p < 0.001$), leaving 680 observations for analysis. The data quality criteria comprised more than 10% missing responses across the substantive items or invariant responding, operationalised as zero within-respondent variance across an entire measurement scale. The retained sample contained no missing values. Item-level means, medians, standard deviations (SDs), skewness, excess kurtosis, and response distributions were examined.

Potential nonresponse bias was assessed by comparing the first and last 25% of respondents on the focal construct scores using independent samples t-tests, following Armstrong and Overton (1977). Common method variance was assessed using Harman's single-factor test, full collinearity variance inflation factors (Kock, 2015), and an unmeasured latent method factor estimated using confirmatory factor analysis (CFA). For the method factor model, the method factor variance was fixed at one and its correlations with the substantive factors were fixed at zero. Mean squared loadings on the method factor were used to summarise variance associated with the fitted common method factor (Podsakoff et al., 2024).

3.4. Statistical Modelling and Robustness Analyses

All models were estimated using covariance-based structural equation modelling (CB-SEM) or PLS-SEM in SmartPLS 4.1.1.8, with IBM SPSS Statistics 31.0.2 used for descriptive and screening analyses. The sample was randomly divided into calibration and validation halves (n = 340 each). Item refinement was conducted in the calibration half, after which the resulting item set was fixed in the validation half. Reliability and convergent validity were evaluated with loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE). Discriminant validity was evaluated using inter-construct correlations, the Fornell–Larcker criterion, the heterotrait/monotrait (HTMT) ratio, item cross-loadings, and competing measurement models.

The structural model was estimated with PLS-SEM using 5000 bootstrap resamples. The full structural model was also re-estimated with maximum likelihood CB-SEM as a convergence analysis. Bootstrap-based PLS-SEM discrepancy measures, including the standardised root mean square residual (SRMR), squared Euclidean distance (d_ULS), and geodesic distance (d_G), were compared with their 95% reference quantiles following Henseler et al. (2016), and CB-SEM approximate fit was assessed using the comparative fit index (CFI), root mean square error of approximation (RMSEA), and SRMR.

Specific indirect associations were estimated for SL → JS → OCM and SL → OCB → OCM and compared using a bootstrap contrast. ER was entered as a moderator of the JS–OCM and OCB–OCM associations. Equivalence was assessed for the two interaction coefficients and the indirect effect contrast using two one-sided tests at $|\beta|$ bounds of 0.05, 0.075, and 0.10 (Lakens et al., 2018).

Robustness analyses included three additional specifications. First, the OCB–OCM ordering was compared with a reversed model and a serial alternative. Second, affective, continuance, and normative commitment were modelled as separate outcomes and compared with the differentiation expected from the three-component framework. Third, gender, age group, education, department, and tenure were entered together as controls. Employment status was invariant, while supervisory level was not recorded and hotel category was not retained at the respondent level.

Sensitivity to unmodelled clustering was assessed using design effects across assumed ICCs from 0.01 to 0.20, and the equivalence tests were repeated across the same range. Response distributions, item- and scale-level skewness and kurtosis, rank-based transformations, and rank correlation specifications were also examined to assess sensitivity to favourable response concentration (Bishara & Hittner, 2012; Rhemtulla et al., 2012). Except for the equivalence tests, all inferential tests were two-sided at α = 0.05.

4. Results

The final sample comprised 680 full-time hotel employees. Women accounted for 54.0% of participants, 68.4% were aged 25–44 years, and 37.9% worked in food and beverage, the largest departmental group. Full participant characteristics are provided in Supplementary Document S1.

4.1. Common-Method Diagnostics

The first unrotated component accounted for 37.04% of the variance, and full collinearity variance inflation factors ranged from 1.448 to 4.076. In the latent method factor model, the mean squared loading on the common method factor was 0.175, compared with 0.438 for the substantive factors.

Across the retained items, 34.57% of responses were 6 or 7 and 6.48% were at the maximum value of 7. Item skewness ranged from −0.314 to 0.133 and scale skewness from −0.164 to 0.107. Rank-based transformed specifications produced structural coefficients

with the same directions as the primary estimates. Detailed response bias, method bias, and distribution diagnostics are reported in Supplementary Document S2.

4.2. Assessment of the Measurement Model

The calibration half identified four low-loading items (ER3, OCB4, OCM15, and SL6). With this item set fixed, the validation half returned $\chi^2/df = 1.163$ and CFI = 0.980. Full-sample first-order loadings ranged from 0.660 to 0.827, with satisfactory reliability and convergent validity (Table 1). Full measurement model results are reported in Supplementary Document S3.

Table 1. Reliability, convergent validity, and discriminant validity of the first-order measurement model.

Assessment Measure	Criterion	Threshold	Result
Indicator reliability	Factor loadings	>0.60	0.660–0.827
Internal consistency	Cronbach's α	>0.70	0.852–0.905
Internal consistency	Composite reliability	>0.70	0.852–0.905
Convergent validity	Average variance extracted	>0.50	0.525–0.658
Discriminant validity	Inter-construct correlations	<0.85	0.310–0.784

Note: Values are from the final first-order CFA. OCB5 (loading, 0.660) was retained because construct-level composite reliability and AVE remained satisfactory.

At the higher-order level, the seven SL dimensions loaded from 0.798 to 0.828 and the three OCM components from 0.804 to 0.822. The SL–OCM correlation was 0.841, exceeding the square roots of AVE for SL (0.809) and OCM (0.815). The Fornell–Larcker criterion was therefore not met for this pair. The corresponding HTMT ratio was 0.851 [0.817, 0.883]. A two-factor SL–OCM model fitted better than the corresponding one-factor model, although the item-level two-factor model had CFI = 0.872. All retained items loaded highest on their intended construct.

PLS-SEM measurement coefficients remained within conventional reliability and convergent validity ranges. Bootstrap-based PLS-SEM fit evidence was mixed: SRMR and d_ULS exceeded their 95% reference quantiles, whereas d_G did not.

4.3. Assessment of the Structural Model

Inner-model variance inflation factors ranged from 1.000 to 1.962. The model accounted for 28.3% of the variance in JS, 29.9% in OCB, and 75.5% in OCM.

SL was positively associated with JS (H1: $\beta = 0.532$), OCB (H2: $\beta = 0.547$), and OCM (H3: $\beta = 0.350$). JS (H4: $\beta = 0.267$) and OCB (H5: $\beta = 0.312$) were also positively associated with OCM (all $p < 0.001$; Table 2).

Both indirect associations were positive: SL → JS → OCM (H6: $\beta = 0.142$, 95% bias-corrected and accelerated confidence interval (BCaCI) [0.116, 0.172]) and SL → OCB → OCM (H7: $\beta = 0.171$, 95% BCaCI [0.141, 0.202]), both $p < 0.001$. Their difference was 0.029 ($p = 0.223$). Equivalence was supported at $|\beta| = 0.075$ and 0.10, but not at $|\beta| = 0.05$.

The ER main effect on OCM was positive ($\beta = 0.232$, $p < 0.001$). The ER × JS interaction was $\beta = 0.003$ ($p = 0.880$), and the ER × OCB interaction was $\beta = 0.012$ ($p = 0.571$). H8 and H9 were therefore not supported. Both interaction coefficients met the equivalence criteria at $|\beta| = 0.05$, 0.075, and 0.10.

Table 2. PLS-SEM structural model assessment.

Hypothesis and Path	Coefficient	t-Stat	BCaCI	f^2	*p*-Value	Remarks
Panel A. Direct structural associations						
H1: SL → JS	0.532	19.642	[0.477, 0.583]	0.394	<0.001	Supported
H2: SL → OCB	0.547	20.489	[0.489, 0.595]	0.426	<0.001	Supported
H3: SL → OCM	0.350	12.469	[0.293, 0.404]	0.254	<0.001	Supported
H4: JS → OCM	0.267	12.132	[0.224, 0.311]	0.207	<0.001	Supported
H5: OCB → OCM	0.312	13.230	[0.266, 0.357]	0.276	<0.001	Supported
ER → OCM	0.232	10.361	[0.186, 0.275]	0.177	<0.001	Main effect
Panel B. Indirect associations and comparison						
H6: SL → JS → OCM	0.142	10.006	[0.116, 0.172]	n/a	<0.001	Supported
H7: SL → OCB → OCM	0.171	11.020	[0.141, 0.202]	n/a	<0.001	Supported
Contrast: H7 − H6	0.029	1.220	n/a	n/a	0.223	Equivalent at 0.075 and 0.10; not 0.05
Panel C. Resilience moderation						
H8: ER × JS → OCM	0.003	0.151	[−0.033, 0.040]	0.000	0.880	Not supported; equivalent at all bounds
H9: ER × OCB → OCM	0.012	0.567	[−0.029, 0.054]	0.000	0.571	Not supported; equivalent at all bounds

Note: Coefficients are standardised PLS-SEM estimates. Equivalence was assessed at $|\beta|$ bounds of 0.05, 0.075, and 0.10. Abbreviations: BCaCI—bias-corrected and accelerated confidence interval; ER—employee resilience; H—hypothesis; JS—job satisfaction; OCB—organisational citizenship behaviour; OCM—organisational commitment; PLS-SEM—partial least squares structural equation modelling; SL—servant leadership; n/a, not applicable.

4.4. Robustness and Measurement Sensitivity

The full structural model was re-estimated with CB-SEM. The CB-SEM estimates retained the same signs and significance as the PLS-SEM estimates, with CFI = 0.970, RMSEA = 0.039, and SRMR = 0.029. The hypothesised OCB–OCM structural specification fitted better than the reversed specification at equal degrees of freedom ($\Delta\chi^2 = 109.90$).

Entering gender, age group, education, department, and tenure together as controls changed no focal coefficient by more than 0.005. Under assumed within-hotel clustering, equivalence at the 0.10 bound remained supported up to ICC = 0.044 for the indirect association contrast and up to ICC = 0.168 and 0.107 for the ER × JS and ER × OCB interactions, respectively.

When affective, continuance, and normative commitment were modelled separately, the focal structural associations remained positive across all three outcomes. Correlations with JS were 0.549, 0.523, and 0.539, respectively. The continuance commitment correlation with JS (0.523) was above the approximately −0.07 meta-analytic benchmark reported by Meyer et al. (2002). Detailed estimator, clustering, control variable, alternative ordering, and component-specific results are reported in Supplementary Document S4.

5. Discussion

Three findings are central to this study. First, SL was positively associated with OCM both directly and indirectly through JS and OCB. Second, the two indirect associations were broadly similar in magnitude, providing no clear evidence that either employee response dominated the SL–OCM relationship. Third, ER did not strengthen the associations of JS or OCB with OCM, although ER itself was positively associated with OCM.

The positive associations of SL with JS and OCB are consistent with social exchange reasoning. Supportive and follower-centred supervision can be understood as relational investment, and employees who perceive such investment may evaluate their work more favourably and may also reciprocate through voluntary contribution beyond formal re-

quirements (Blau, 1964). This interpretation is consistent with hospitality evidence linking SL with JS, work engagement, helping behaviour, and OCB (Dorta-Afonso et al., 2025; Haq et al., 2025; Nguyen et al., 2025; Ozturk et al., 2021). The coexistence of the JS and OCB associations is important because the two constructs represent different forms of employee response: JS reflects an evaluation of the job, whereas OCB reflects discretionary behaviour. Their simultaneous associations with OCM therefore indicate that the observed SL–OCM relationship was not confined to either an attitudinal or a behavioural response. SL also retained a positive direct association with OCM after JS and OCB were included, which is compatible with previous evidence linking SL with organisational attachment (Godbersen et al., 2024; Zhou et al., 2024).

The comparison between JS and OCB provides the clearest answer to the study's second research question. The important finding is not simply that both indirect associations were positive, but that neither was clearly larger when they were estimated concurrently. The equivalence results support broad similarity rather than exact equality. This pattern favours a complementary interpretation: favourable job evaluations and discretionary contributions appear to represent distinct but comparably relevant employee responses within the observed SL–OCM relationship.

The ER results did not support the proposed second-stage boundary condition. COR theory provides a basis for viewing ER as a personal resource, but it does not imply that every favourable work association should become stronger as personal resources increase (Hobfoll et al., 2018). In this study, the associations of JS and OCB with OCM were largely unchanged across ER levels. ER may therefore be relevant to organisational attachment in its own right, rather than acting as a general amplifier of these relationships.

The alternative ordering analysis provides additional context for the OCB–OCM association. The hypothesised OCB–OCM specification fitted the observed covariance structure better than the reversed specification, which is compatible with self-perception reasoning (Bem, 1972). However, because OCM → OCB is also well established theoretically (Meyer et al., 2002; Organ, 1988), the result supports the plausibility of the hypothesised ordering rather than establishing temporal precedence.

The component-specific analyses also clarify what OCM represents in this study. Affective, continuance, and normative commitment showed similar relationships with the focal variables, while the association between continuance commitment and JS was substantially larger than the pattern reported by Meyer et al. (2002). The adapted measure therefore did not reproduce the expected differentiation among the three commitment mindsets. Given the similar component-specific structural patterns, the aggregate OCM score is better interpreted as reflecting shared organisational commitment across the three components in this sample.

5.1. Theoretical Implications

The study makes a focused comparative contribution rather than proposing a new theory of SL. By examining JS and OCB concurrently, it shows how the same perceived relational investment can be associated with both an attitudinal response and a discretionary behavioural response without requiring one to dominate the other. This broadens the application of social exchange reasoning from identifying individual employee outcomes to considering how distinct forms of response coexist within the same relationship with organisational attachment. The ER findings further qualify a simple resource amplification interpretation of COR theory, indicating that a personal resource may be positively associated with an outcome without necessarily strengthening other favourable work associations.

5.2. Managerial Implications

For hotel management, the findings draw attention to both how employees evaluate their jobs and how they voluntarily contribute beyond formal requirements. Because JS and OCB showed concurrent positive indirect associations of similar magnitude, a narrow focus on only one domain would not reflect the pattern observed in this sample. Management practices consistent with SL, including attention to employee development, wellbeing, empowerment, and ethical treatment, may be relevant to both favourable job evaluations and discretionary contribution. Accordingly, these findings identify employee domains that may merit managerial attention rather than prescribing a specific intervention programme.

The ER results provide no clear basis for expecting the relationships of JS or OCB with OCM to differ materially across ER levels. ER may still be relevant to workforce functioning, but the present results do not support using it as a basis for segmenting leadership or commitment practices. OCB should also remain genuinely discretionary. Treating OCB as an implicit requirement could undermine its voluntary character and may contribute to overload, work–family conflict, or citizenship fatigue (Bolino et al., 2013).

5.3. Limitations

Several limitations define the scope of these findings. First, the cross-sectional, single-source design cannot establish temporal mediation or causal direction, and reverse influence remains possible. The alternative OCB–OCM model comparison does not resolve this temporal ambiguity. Common method variance also remains relevant: the fitted method-factor model captured shared indicator variance, social desirability was not measured separately, and all substantive items were positively worded and presented in a fixed block order. Future work should use longitudinal and multi-source designs, including temporal separation or independent ratings where feasible.

Second, the measurement strategy requires further validation. The adapted OCM measure did not reproduce the expected differentiation among affective, continuance, and normative commitment in this sample. The other adapted or newly written measures also require independent validation. The calibration/validation split reduced reuse of the same observations for item refinement and validation, but both halves came from the same study population and therefore do not constitute independent external validation. Replication with established commitment measures, such as Allen and Meyer (1990) or Mowday et al. (1979), and independent samples would strengthen construct validity. The high association between SL and OCM also warrants caution. The Fornell–Larcker criterion was not met for this pair, and the HTMT estimate slightly exceeded the conventional 0.85 threshold. Competing measurement models supported modelling SL and OCM as distinct constructs, although their substantial association indicates considerable construct proximity. The direct SL–OCM coefficient and the high in-sample explained variance for OCM should therefore be interpreted cautiously.

Third, hotel and supervisor identifiers were not retained, preventing observed intraclass correlation estimates, cluster-robust standard errors, and multilevel modelling. Sensitivity analyses based on assumed ICCs partly address this uncertainty but cannot replace observed cluster information. The equivalence conclusions are also conditional on the examined standardised bounds. The contrast between the two indirect associations was less robust to assumed clustering than the two interaction conclusions.

Finally, generalisability is limited by the sampling design and study setting. Hotels participated by consent, employee recruitment within participating hotels was non-random, and the study was conducted in one Vietnamese tourism city. The sample was further limited to full-time employees working in hotels classified as three stars or above. The findings may therefore not generalise to part-time or informal workers, lower-category

accommodation, other tourism destinations, or different national and institutional contexts. Broader probability-based and multi-site sampling would provide a stronger basis for generalisation.

6. Conclusions

Among hotel employees in Da Nang, SL was positively associated with OCM and showed positive indirect associations through both JS and OCB. The two indirect associations were similar in magnitude, with no clear evidence that either was larger. ER did not meaningfully modify the associations of JS or OCB with OCM. Overall, the findings support considering attitudinal and discretionary behavioural employee responses together when examining the SL–OCM relationship, while the proposed boundary role of ER was not supported.

Supplementary Materials: The following supporting information can be downloaded at https://www.mdpi.com/article/10.3390/tourhosp7090315/s1.

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Abbreviations

The following abbreviations are used in this manuscript:

SL	Servant leadership
OCM	Organisational commitment
OCB	Organisational citizenship behaviour
JS	Job satisfaction
ER	Employee resilience
CB-SEM	covariance-based structural equation modelling
PLS-SEM	partial least squares structural equation modelling
CFA	confirmatory factor analysis
AVE	Average variance extracted
BCaCI	Bias-corrected and accelerated confidence interval
CFI	Comparative fit index

COR	Conservation of resources
d_G	Geodesic distance
d_ULS	Squared Euclidean distance
HTMT	Heterotrait/monotrait ratio
ICC	Intraclass correlation
RMSEA	Root mean square error of approximation
SRMR	Standardised root mean square residual

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