

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator



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ABSTRACT: Given that the true test of leadership does not take place when everything is going according to plan, a leader's ability to support and guide personnel will determine whether they are a good or bad leader in the sector of tourist attractions (Kamau, 2020). As with any other industry, leadership in tourist attraction is vital to the success of the industry. Success in the tourist attraction relies heavily on collaboration, partnerships, and strong leadership. With the advent of COVID-19, leadership in the tourist attraction sector has been put to the test. Nevertheless, the one thing this health crisis has demonstrated is that when we find ourselves in crisis, we need leadership. Therefore, the objective of this study is to fill a gap in the literature consisting in the lack of a model relating the abovementioned variables. Basically, this study will present clarity on how global leadership style can influence the employee work engagement and health of tourist attraction sector of the hospitality industry. Additionally, results of the study served as a realization on possible considerations on how followership style mediates organizational support as important elements for fostering a positive and effective work environment.

KEYWORDS: Global Leadership, Employee Work Engagement, Followership Styles, Organizational Support, Tourist Attractions

I. INTRODUCTION

Global leadership is seen as influencing a diverse group to work toward common goals within a global context (Livermore, 2022). It has also been documented in previous studies that leadership could influence organizations and individuals (Dahleez et al., 2020; Hentrich et al., 2017; Humphrey, 2012), which could be seen from an effective leader who can influence the followers to behave in a manner, which promotes positive outcomes for the organization. Furthermore, as organizations grow and become more global, it's crucial to develop skills and competencies so that they can work effectively across cultures (Hewlett, 2016). Therefore, if there is a good relation between the leader and employees (Surji, 2014), there will be contributions to team communication and solidarity, and encouragement of subordinates to accomplish the mission and objectives assigned by the organization, including sector of tourist attraction, which in turn enhances performance and job satisfaction.

While leadership style is a common interest in business studies, it has not developed in other kind of sectors (Mehrad, 2021). As Fang (2018) mentioned that leadership is not a new phenomenon in mainstream research, leadership in the tourism research and specifically in the tourism destination management field has only started to emerge. The current research literature shows how little is known about leadership in the tourism destination context. In this case, the tourist attraction sectors were scarcely mentioned in a little piece of literature, instead, discussion of other tourism-related industries was more prevalent. Influence of leadership on employee work engagement and productivity within an organization is very essential, playing a great role in whether the organization is a fun and safe place to work (Surji, 2014). Many factors contribute to employee work engagement, but leadership is a key driver that fosters employees' motivation toward engagement and productivity (Anand, 2017; Grant 2019). Employee work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2002; Khusanova et al., 2021). Herman (2022) emphasized the benefits of work engagement, when employees have a clear vision of their tasks and find meaning in their jobs, they are more efficient and are hungry to learn more, they know where they fit in the company and feel their input is valuable. Wickham (2020) described employee engagement isn't a silver bullet, but it can have some miraculous effects on organization. And it doesn't just correlate with great organizations, it can create great organizations. Because engaged employees possess energetic and affective

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

connections with their work activities, see themselves as capable of dealing with job demands, and transfer their engagement to others at work (Bakker, 2009; Demerouti et al., 2010; Grant 2019), because engaged employees are more connected to their workplaces, they're more aware of their surroundings (Wickham 2020). It is crucial for organizations to sense the true essence of work engagement, especially in the tourist attraction sector, to better identify its drivers (Grant, 2019; Mostafa and Abed ElMotalib, 2020).

In a leadership perspective, followership is so important to an organization wherein a successful leader needs followership, employees who have the judgement, motivation, skillset, truthfulness, and loyalty to work together to follow directions and meet their goals. Based on these two ideas on critical thinking and active behavior (Kelley, 2016) thought about two continua whereas the first being independent, critical thinking, versus dependent, uncritical thinking and the second being active versus passive behavior. For example, a good leader and a good follower needs to develop some sound characteristics like a good sports team. Thus, we have those who lead and those who follow, at different times, and for different reasons, within a game. Hence, the team relies on the expertise and abilities of those with the required skill set, as the team needs the skills in question.

The globalization and the related phenomena of workplace diversity made it important for businesses to consider the follower's role in the success of the industry, among other events that contributed to the rise in interest in the function of followers. The high-level of diversity and change in the sector of tourist attractions highlight the need for examining dynamic relationships in more depth as organizations have become more complex. The advent of the information age and the "Knowledge based economy" made followers more expressive, empowered and engaged and thus transferred leadership from the hierarchy to the parallel, horizontal, and distributive forms (Fujita et al., 2009). The expanding social networks and the growing empowerment of followers through their ability to access information more easily erodes the barriers between the traditional hierarchical echelons (Cross & Parker, 2004; Bjugstad et al., 2006) and calls for more flexible leader follower relationships (Hackman & Wageman, 2007).

Whereas an increase in organizational support can create an optimal climate in an organization by promoting health, work engagement, trust in the organization and, above all, the organizational identification of employees (Bonaiuto et al., 2021). In a perceived organizational support, it is considered as the commitment of the organization toward the employees. It consists of two complementary dimensions: the colleagues' and the supervisor's perceived support. The colleagues' perceived support includes practical support and information related to tasks, other than socio-emotional support and empathy (Bonaiuto et al., 2021; Rousseau et al., 2009). The perceived supervisor support has been defined as the employees' perception of how much their supervisors are supportive and caring about the workers' well-being (Eisenberger et al., 2002). Empirical research demonstrated that support from colleagues is positively related to both job satisfaction and job and personal commitment (Bonaiuto et al., 2021; Chiaburu and Harrison, 2008; Karatepe et al., 2010; Galanti et al., 2021). Regarding the supervisors' perceived support, there are some studies conducted by Malik et al. (2015) that found that a good relationship between supervisor and employee can directly and positively affect job satisfaction.

Therefore, the objective of this study is to fill a gap in the literature consisting in the lack of a model relating the abovementioned variables. Basically, this research fills the gap regarding how these global leadership style can influence the employee work engagement and health of the organization. Additionally, consider how the followership style in particular mediates organizational support as important elements for fostering a positive and effective work environment. This contribution advances the body of knowledge on the topic and proposes a thorough model to evaluate the effects of global leadership style towards employee work engagement as significant variables examined in this study. It also discusses a potential practical application of the results, in terms of training that could be developed for organizational personnel, particularly the managerial roles.

The research question that outlines various aspects of our study, including variables to be studied and the problem study to be addressed. Moreover, these questions influence factors in our study such as, our research methodology, sample size, data collection, and our data analysis. There are 9 questions, and they are the following:

1. What is the demographic profile of the respondents in terms of gender, civil status, and length of service in the company?
2. What is the most prevalent global leadership characteristics among the superiors of the respondents?
3. What is the effect of global leadership on employee work engagement?
4. Which followership style is the most dominant among the respondents?
5. What are the differences in employee work engagements across followership styles?
6. How does employee work engagement differ across gender and civil status?
7. How does perceived organizational support differ based on length of stay in the company?

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

8. What is the mediating effect of the followership styles on the relationship between global leadership and employee work engagement?

9. How would the perceived organizational support interact with the relationship between global leadership and work engagement?

The relevant constructs are defined below, and their relationships are summarized based on the evidence from the literature that is currently available. This demonstrates the need to specifically test how the global leadership style is able to affect employee work engagement, and how followership style mediates organizational support, both of which increase employees' work engagement.

1.1 Global Leadership Style

Organizations invest in leadership courses based on the idea that it will help leaders to increase the productivity of their employees (Athanasopoulou and Dopson, 2018; Decuyper and Schaufeli 2019; Gottfredson and Aguinis, 2017). Within these developments, there is more and more room for discussions concerning employee well-being, and specifically work engagement, as this is also related to interesting firm outcomes. As to the argument of global leadership (Gill, 2011) There is no single accepted universal definition or theory of leadership. However, Hruby (2013) make clear in his study that the last two decades have seen a rise in the importance of global leadership. A unified view of global leadership has not yet been created due to short history. Nevertheless, he was able to establish the best possible definition of global leadership by citing the work of Mendenhall, et al., (2012) that Global leaders are individuals who effect significant positive change in organizations by building communities through the development of trust and the arrangement of organizational structures and processes in a context involving multiple cross-boundary stakeholders, multiple sources of external cross-boundary authority, and multiple cultures under conditions of temporal, geographical and cultural complexity. Speaking of multiple cultures, Smith (2022) expound that global leadership reflects local leadership in an international context. Expounding that an individual who can offer practical training, communicate, and implement changes locally increases the chances of a multinational company's success. Hence, the leadership aspects and challenges global leaders encounter are a magnitude of local leadership due to extended diversity.

Hruby (2013) further explains positive leadership above by drawing on Mendenhall's et al., (2012) definition of the 'leader' to the duty of leading followers: Global leadership refers to the process of change in organizations by which communities are built through the development of trust and the arrangement of organizational structures in a context involving multiple crossboundary stakeholders, multiple sources of external cross-boundary authority, and multiple cultures under conditions of temporal, geographical and cultural complexity. The change-process Mendenhall, et al., (2012) refer to should not be mixed up with change management. It refers to a process changing the situation or, simply said, to an "influencing process".

According to Youssef & Luthans (2012) wherein they argue that a positive global leadership results in more efficient and motivating communication using all kind of technical resources to bridge physical distance avoiding an "out-of-sight, out-ofmind"-setting entering in daily business. The challenges of cultural distance will be able to manage by positive global leadership in more suitable "ambicultural" way by ascending the good parts of each culture and keeping away from the less useful or even blocking influences.

Tanner (2020) explains critical skills of effective global leadership that it is about knowing how to operate in multiple environments trying to achieve a common corporate objective. While Klaussen (2020) make clear that the link between integrity and trust is essential in the leader-employee relationship. Leaders are judged on character and competence, while employees associate integrity with kindness and having good intentions as opposed to selfish motives. The process of leadership is not only influenced by environmental issues or stakeholders. Leadership is strongly depending on the individual capabilities of the global leader. Bucker & Poutsma (2010) elucidate the relevance of capabilities as the basic value, allowing "to perform effectively". They define capabilities further as "knowledge, skills, abilities, personality, and behavioral repertoires". They point out that this includes the "potential" and the "intent" to act. The concept of capabilities is often used in literature on leadership interchangeably with competences. Such essential capabilities for global leaders are summarized as the global mindset Hruby (2013).

Furthermore, making the right, often difficult decisions, communicating a clear vision, defining attainable goals, and providing followers with the knowledge and skills they need to reach those goals are all part of leadership. Self-confidence, good communication and managerial abilities, creative and inventive thinking, perseverance in the face of failure, readiness to take chances, openness to change, and level headedness and reactivity in times of crisis are all traits of an effective leader. Individuals with these abilities can advance to executive management or C-level positions in business, such as CEO, CIO, or President Roy (n.d.). Hence, a global leader should possess abovementioned qualities that make a great leader.

Employees are affected by different global leadership styles as well, but it's more an issue of selecting the leadership style that best fits the employees' personalities and needs. Depending on the needs and tasks connected with different departments, it is

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

important to choose the right kind of global leadership style that goes in harmony with employees and organizational interests as well. Hence, the following hypothesis was formulated to understand significant effect of global leadership style on employee work engagement:

H1: Global Leadership style has a significant positive effect on employee work engagement.

H1a: Demonstrating Integrity has a significant positive effect on employee work engagement.

H1b: Encouraging constructive dialogue has a significant positive effect on employee work engagement

H1c: Creating shared vision has a significant positive effect on employee work engagement.

H1d: Developing people has a significant positive effect on employee work engagement

H1e: Building partnership has a significant positive effect on employee work engagement.

H1f: Sharing leadership has a significant positive effect on employee work engagement.

H1g: Empowering people has a significant positive effect on employee work engagement

H1h: Thinking globally has a significant positive effect on employee work engagement.

H1i: Appreciating diversity has a significant positive effect on employee work engagement.

H1j: Developing technology savvy has a significant positive effect on employee work engagement

H1k: Ensuring customer satisfaction has a significant positive effect on employee work engagement.

H1l: Maintaining competitive advantage has a significant positive effect on employee work engagement.

H1m: Achieving personal mastery has a significant positive effect on employee work engagement.

H1n: Anticipating opportunities has a significant positive effect on employee work engagement.

H1o: Leading change has a significant positive effect on employee work engagement.

1.2. Employee Work Engagement

An engaged employee is emotionally attached to the organization, passionate about his or her work, and cares about the success of the organization (Seijts and Crim, 2006). When employees are deeply engaged with an organization, there will be heightened sense of positive and intense feelings among them to exert their best effort for the success of the organization. It is more than just feeling satisfied with the work-related factors in the organization. Macey and Schneider (2008) defined employee engagement as a desirable condition among employees that encompasses the following attributes (1) has an organizational purpose, (2) connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, and (3) involves both attitude and behavioral components. While work engagement involves employees' optimistic vibes towards their work, employee engagement deals with employees' positive feelings towards the organization. Apparently, employee engagement and work engagement are often used interchangeably in the literature partly due to the indistinct psychological needs and satisfaction that are associated with both constructs (Schaufeli, 2013). Nevertheless, engagement is theoretically distinguishable from other often overlapping constructs; namely, organizational commitment, citizenship behavior and job involvement (Saks, 2006). Among the factors that are expected to lead to employee engagement is leadership style.

Other attributes cited in previous study in the workplace are the study of Handayani et al. (2017) asserting that employees display various levels of personal engagement or disengagement based on three types of attributes: (a) cognitive, (b) emotional, or (c) physical. The cognitive aspect is about employees' beliefs about an organization. The emotional aspect shows how employees feel toward an organization and its leaders. The physical aspect of employee engagement represents the number of efforts expended by individuals to achieve their goals (Kahn, 1990). Rothmann and Baumann (2014) summarized that displaying these three attributes meant fully engaged individuals were cognitively alert, emotionally attached, and physically involved.

Thus, in the engagement theory, employees tend to be engaged when they perceive synergy with the organization's values and purpose, while feeling that their own purpose matters (Glavas, 2016). Kahn (1990) contended that meaningfulness, resource availability, and safety help to shape employee engagement. Jose and Mampilly (2014), in support of Kahn, summarized that meaningfulness, resource availability, and safety are reasons employees exceed expectations and help organizations attain their goals.

Furthermore, employee engagement can improve organizational performance. Engagement requires leaders to implement engagement strategies to influence employees to increase work performance and productivity (Bakker & Albrecht, 2018; Kahn, 1990). Albrecht et al. (2015) promoted engagement as a main tool to enhance competitive advantage and financial profitability. The concept continues to receive attention from practitioners. Scholars and practitioners tend to focus on engagement behaviors (Yalabik, et al, 2013). A contrary view proposed by Alagaraja, & Shuck (2015) held that research should include how characteristics of the organization and leadership affect employee engagement practices. Lee, Kim, and Kim (2014) and Anitha (2014) studied employee engagement in a study involving 12 five-star and four-star South Korean hotels and concluded

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

that employees working in the hotels, when fully engaged, embraced the brand and delivered the promise to the customers, demonstrating alignment with the organization's goals.

If employees who work under global leadership style can be considered engaged in their work, then to understand the correlates between effective followership and work engagement, a hypothesis was proposed as follows:

H2a: Employee Work Engagement of Exemplary Followers is significantly different from that of the conformist followers

H2b: Employee Work Engagement of Exemplary Followers is significantly different from passive followers

H2c: Employee Work Engagement of Exemplary Followers is significantly different than that of the alienated followers.

H2d: Employee Work Engagement of Exemplary Followers is significantly different from that of the pragmatist followers

H2e: Employee Work Engagement of Pragmatist Followers is significantly different from that of the Conformist Followers

H2f: Employee Work Engagement of Pragmatist Followers is significantly different from that of the Passive Followers

H2g: Employee Work Engagement of Pragmatist Followers is significantly different from that of the Alienated Followers

H2h: Employee Work Engagement of Passive Followers is significantly different from that of the Conformist Followers

H2i: Employee Work Engagement of Passive Followers is significantly different from that of the Alienated Followers

H2j: Employee Work Engagement of Passive Followers is significantly different from that of the Conformist Followers

H2k: Employee Work Engagement of Conformist Followers is significantly different from that of the Alienated Followers

H2l: Employee Work Engagement of Conformist Followers is significantly different from that of the Alienated Followers

In support of the positive relationship of followership and work engagement, the research desires to understand difference between gender and marital status towards employee engagement, hence, following hypothesis was postulated:

H3a: Male employees' work engagement is significantly different from that of the Female employees

H3b: Married Employees' Work Engagement is significantly different than those who are single.

1.3. Organizational Support

In the advent of health crisis that struck any organization, like the sector of tourist attraction, organizational support has a relevant both preventive and protective function that can reduce general stress (Kenny et al., 2014; Kenny and Hage, 2009). Framed in the work context, social support is defined as perceived organizational support, and it is considered as the commitment of the organization toward the employees. It consists of two complementary dimensions: the colleagues' and the supervisor's perceived support. The colleagues' perceived support includes practical support and information related to tasks, other than socioemotional support and empathy (Rousseau et al., 2009). The perceived supervisor support has been defined as the employees' perception of how much their supervisors are supportive and caring about the workers' well-being (Eisenberger et al., 2002). Empirical research demonstrated that support from colleagues is positively related to both job satisfaction and job and personal commitment (Chiaburu and Harrison, 2008; Karatepe et al., 2010; Galanti et al., 2021). Motivation in the workplace can also be positively affected by the colleagues' support (Karatepe et al., 2010). Regarding the supervisors' perceived support, there are some studies conducted by Malik et al. (2015) that found that a good relationship between supervisor and employee can directly and positively affect job satisfaction. It then emerged how a good supervisor-collaborator relationship also affects job satisfaction indirectly, through the mediation of motivation. Situational leadership theory (Hersey and Blanchard, 1969) also supports this line of research. This leadership style, characterized by the figure of the leader as a partner who relates horizontally with individual employees trying to meet their needs, promotes the development of motivation and performance and reduces stress levels in employees.

Furthermore, Employees' awareness of organizational support is based on the frequency, intensity, and sincerity of organizational manifestations of approval, praise and material and social rewards in exchange for these workers' best efforts. A favorable perception of organizational support, seen from this perspective, would strengthen employees' expectations and affective engagement with their organization, motivating them to strive to achieve organizational goals (Eisenberger et al. 1986; Garg and Dhar 2014; Joo 2010; Haar et al. 2016; Mascarenhas et al., 2022; Wen et al. 2019). High levels of perceived organizational support can lead workers to a more positive orientation toward the organization and enhance the organizational environment, job satisfaction and results (Appelbaum et al. 2019). Based on the principle of reciprocity, workers who feel supported in the workplace not only help co-workers but also increase their own job satisfaction and organizational commitment, thereby reducing waivers and absenteeism and encouraging better employee performance (Bohle et al. 2018; Chiang and Hsieh 2012; Rhoades and Eisenberger 2002).

To understand perceived organizational support to employees serving in the organization for less than a decade or more, the study was able to raise the following hypothesis:

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

H4a: Perceived organizational support of employees who had been with the company for 11 years or more significantly with that of those who have been with the company for 1 year or less.

H4b: Perceived organizational support of employees who had been with the company for 11 years or more significantly differ with that of those who have been with the company for 2 to 5 years.

H4c: Perceived organizational support of employees who had been with the company for 11 years or more significantly differ with that of those who have been with the company for 6 to 10 years.

1.4. Followership Styles

The link between leadership, management and enterprise performance is widely understood and accepted. Improving leadership improves management and raises the probabilities of better performance. That boards often change leaders when enterprises are slipping confirms the importance placed on leadership. The flip side of leadership is followership. It stands to reason that if leadership is important to performance, followership must have something to do with it too. But curiously, followership gets only a small fraction of the airtime that leadership does (McCallum, 2013). Moreover, Essa and Alattari (2019) argued that awareness in institutions of the importance of the role of followers spawned a series of empirical studies in firms as well as institutions of education and higher education where leadership positions are often rotated so that many academics time and again assume leadership positions.

To ensure that the group cannot be dominated by a single leader, followers work together to monitor and scrutinize the leader's decisions (Chiang, et al., 2022). Followers help organizations achieve coordination with the regulating mechanisms of norms, social contracts, and reputation. Such mechanisms could influence leaders and help organizations achieve their goals (Chiang, et al., 2022; Van Vugt & Runay 2014)

In the study of Novikov (2016) on followership and performance he identified the concept of Kelley (1988) posited that followers can assume one of five different roles based on their degree of active engagement and independent critical thinking. These roles range from exemplary, conformist, passive, alienated and pragmatist followership (Kelley, 1992). Based on Kelley's (1992) followership model, followers' effectiveness is theorized to vary depending upon the style of followership that employees assume within an organization. Critical thinking ranges between dependent uncritical thinking and independent critical thinking (Kelley, 2008). Dependent uncritical thinkers accept information that is provided to them at face value without any evaluation or questioning (Latour & Rast, 2004). Independent critical thinkers do not accept information without questioning, rather, they evaluate and analyze information to identify consequences and opportunities (Latour & Rast, 2004).

Exemplary followership. Exemplary followers rank high in both active engagement and independent critical thinking. Exemplary followers think for themselves and are therefore willing to challenge leaders by providing alternative solutions if they disagree with the leader (Kelley, 1992). They proactively support organizational goals and leader decisions that are congruent with their beliefs (Kelley, 1992). Exemplary followers "assume responsibilities beyond their minimum job requirements and exert considerable effort to accomplish goals" (Blanchard et al., 2009). Finally, exemplary followers work well with others (Bjugstad et al., 2006).

Conformist followership. Conformist followers are high in active engagement but are dependent uncritical thinkers (Kelley, 1992). Kelley (2008) referred to conformist followers as "yes people" (p. 7). Conformist followers are very active doers that unquestioningly follow leader directions (Bjugstad et al., 2006; Kelley, 2008).

Passive followership. Passive followers are low in active engagement and are dependent uncritical thinkers (Kelley, 1992). Passive followers are referred to as sheep (Kelly, 2008) who unquestioningly follow the leader but only after being given constant direction (Bjugstad et al., 2006). After completing a task, the passive follower typically waits for direction before beginning the next task (Latour & Rast, 2004).

Alienated followership. Alienated followers are highly independent critical thinkers but are low in engagement (Kelley, 1992). They think for themselves, but instead of being positive like exemplary followers, who proactively provide alternative solutions to the leader, alienated followers are negative critical skeptics (Kelley, 2008). They consider themselves as mavericks who are willing to oppose management (Kelley, 2008).

Pragmatist followership. Those with the fifth follower style are pragmatists who have a moderate level of engagement and portray a moderate level of critical thinking (Kelley, 1992). They are uncommitted and wait to see where things are going before they act (Kelley, 2008). Pragmatists tend to maintain the status quo and wait for crises to pass before acting (Kelley, 2008). Armed with supporting theories on the link and relationship of global leadership style and employee work engagement, the hypothesis is focused on followership style posited by Kelley (1992), its mediating impact to global leadership style and work engagement, hence, following hypothesis were formulated:

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

H5a: Exemplary Followership style fully mediates the relationship between global leadership style and employee work engagement.

H5b: Conformist followership style fully mediates the relationship between global leadership and employee work engagement

H5c: Passive followership style fully mediates the relationship between global leadership style and employee work engagement

H5d: Alienated followership style fully mediates the relationship between global leadership style and employee work engagement

H5e: Pragmatist followership style fully mediates the relationship between global leadership style and employee work engagement

If global leadership style has a significant effect on employee work engagement, then to understand the moderating effects of perceived organizational support on global leadership style and employee work engagement, a hypothesis was proposed:

H6: Perceived organizational support significantly moderates the effect of global leadership style on employee work engagement

RESEARCH PARADIGM

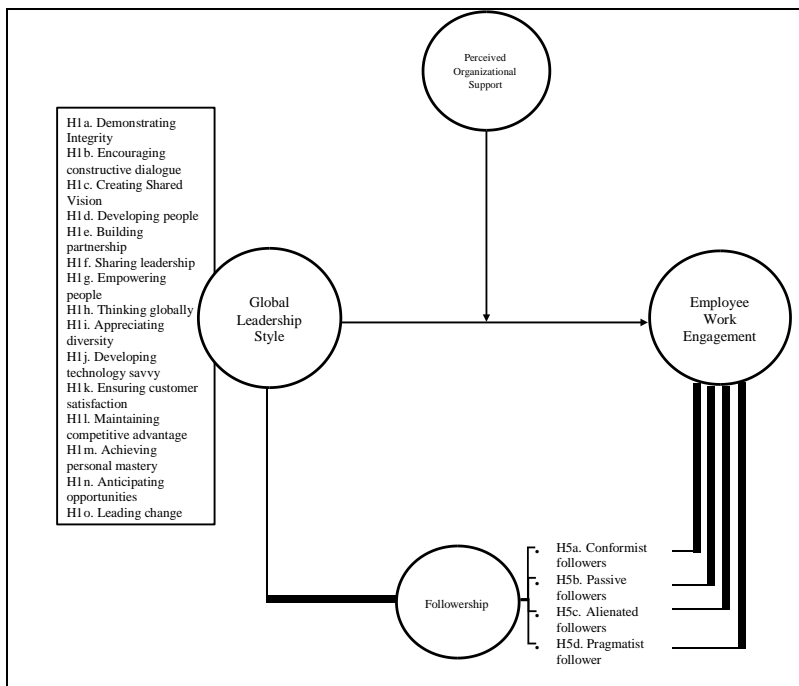


FIGURE 1: Model on how global leadership style can influence the employee work engagement and health of the organization. Additionally, it considers how the followership style in particular mediates organizational support as important elements for fostering a positive and effective work environment.

The study is focused on global leadership style which identifies prevalent global leadership characteristics in the tourist attractions. It primarily focuses on how it affects employees' job satisfaction, which is mediated by the followership style and allows the research to identify which style is most common among employees, as well as how perceptions of organizational support, which serves as a moderator, interact with the relationship between global leadership and work engagement. Therefore, this study stresses how important it is for global leadership styles to affect employees' opinions, conduct, and level of engagement at work, all of which are influenced by followership types and organizational support. Consequently, it is important to measure how global leadership affects employee engagement at work and understand the critical role that organizational support and various followership styles play.

METHODOLOGY

Researchers select a research method that permits them to identify the goals of a study and answer the research questions (Yin, 2014). A researcher's methodology allows the reader to understand the approach and methods used to reach conclusions (McCombes and George, 2022). Hence, this research methodology will give the research a legitimacy and provides scientifically sound findings. It also provides a detailed plan that helps the proponents to keep the research on track, making the process smooth, effective, and manageable. The methodology of this research is a logical, systematic plan that will resolve the research

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

problem. The methodology will detail the researcher's approach to the research to ensure reliable, valid results that address the aims and objectives. It encompasses what data the research is going to collect and where from, as well as how it's being collected and analyzed.

This research adopts a quantitative-analytical research design which aims to study the effects of global leadership style on employee work engagement of the tourist attractions located in Baguio and Benguet as well as how followership style of employee as mediator and perceived organizational support as moderator.

Sample and Sampling Method

A sample is determined as a subdivision of a population that is adapted to study. In truth, it is impossible to examine all members of a particular population. Furthermore, it is wise to select a sample based on a specific population. Knowing the total population is imperative, and the exact sample for the study can determine based on the total population (Mehrad, 2021; Rouzegari, 2013). In this study a voluntary response sampling was made that is mainly based on ease of access. Instead of the researcher choosing participants and directly contacting them, people volunteer themselves by responding to online and administering in-person questionnaires. Hence, the sampling method is a non-probability sample where the respondents are selected based on non-random criteria, and not every individual has a chance of being included.

The present study's sample size originated from population of employees working at a tourist attraction of Baguio and Benguet in the northern region of the Philippines. The questionnaires were sent to the participants as an online and in-person questionnaire. A non-probability sampling was used that involves non-random selection based on convenience, allowing the researchers to easily collect data (McCombes, 2022).

Locale of Study

Data were collected from staff -level employees with nonexecutive job titles of the tourist attraction sector of Baguio that has always been one of the top destinations in the Philippines. Because of its chilly temperature, pine-dominated landscapes, and overall romantic atmosphere, this mountain city has attracted tourists especially in summer and the holidays like Christmas and New Year. In this study, it also includes attractions in the neighboring municipalities like La Trinidad and Tuba of Benguet Province. Despite the fact that Benguet and Baguio are known to have tourist attractions and activities to offer, the research has concentrated on the answers that are easily accessible from the participating tourist attractions, which include 9 attractions in Baguio and 3 in Benguet.

Data Collection

The data collection was assumed as the fundamental part of this study that is designed based on quantitative methods. The objectives of this study called for gathering preliminary data using standardized questionnaires on respondents' backgrounds, their opinions regarding the influence of global leadership styles on employee engagement, followership styles, and organizational support. Bhandari (2022) pointed out that designing a questionnaire means creating valid and reliable questions that address the research objectives, placing them in a useful order, and selecting an appropriate method for administration. Thus, by using pertinent and correct questionnaires, the researcher can contribute to the solution of the research problems. In order to do this, the researcher gives both in-person and online self-administering questionnaires to participants. The information was gathered from October 2022 to November 2022 from employees in Philippine tourism destinations in Baguio and Benguet.

After the data was collected, the next step was to organize the raw data. This was done to clean the collected data that involves identifying and removing inconsistencies that may prevent the research from getting accurate analysis. This step is crucial to ensure that data and the conclusion drawn from the analysis are accurate.

Instrumentation and Measurement

The study is comprised of antecedent, independent, dependent, moderator and mediator variables measured by instruments explained in detail in the following sections. The first section of the instruments is the demographic information of respondents' background. The second section is designed to investigate global leadership styles effects towards employee work engagement; the third section considered examining the mediating followership styles of employees of the selected tourist attraction. Finally, the fourth section measures the organizational support to employees working in tourist attraction as moderator.

The study's antecedent variables included the employee's personal backgrounds: gender, marital status, and work experience in years. The personal backgrounds were determined to determine on how employee work engagement differ across gender and marital status as well as on how organizational support differ based on length of stay in the company.

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

The study measured work engagement as a dependent variable and used a detailed questionnaire developed by Bakker and Salanova (2006) entitled "the measurement of work engagement with a short questionnaire: A cross-national study". The questionnaire has 17 items and has a seven-point scale ranging (7- Strongly agree, 6- Agree, 5-Slightly agree, 4- Neither agree nor disagree, 3-Slightly disagree, 2-disagree, and 1-Strongly disagree).

For measuring global leadership styles as independent variables in the study, the work of Glodsmith et.al., (2002) was proposed. This questionnaire included 60 items that scored between 1-7 (7- Strongly agree, 6- Agree, 5-Slightly agree, 4- Neither agree nor disagree, 3-Slightly disagree, 2-disagree, and 1-Strongly disagree) that measured demonstrating integrity, encouraging constructive dialogue, creating a shared vision, developing people, building partnership, sharing leadership, empowering people, thinking globally, appreciating diversity, developing technological savvy, ensuring customers satisfaction, maintaining competitive advantage, achieving personal mastery, anticipating opportunities, and leading change, All of these encompasses global leadership characteristics.

In addition, the work of Kelley (1992) and Eisenberger et.al. (1986) were used to develop questionnaire that measures follower characteristics and perceived organizational support respectively. The structure of questionnaire used for follower characteristics as mediator that was aimed to determine attitude and behavior of employees towards their organization. The questionnaires for follower characteristics consist of 20 items that is a 7-point Likert scale (7-strongly agree, 1-strongly disagree). While the develop questionnaire for perceived organizational support as moderating variable allows this research to study the feelings of employees about their organization. The questionnaire developed for perceived organizational support has 17 items scored from 1-7 (7-strongly agree, 1-strongly disagree).

Data Analysis

The data comprise the basis of the analysis from which the findings of the study will develop in a final report. Data analysis involves working through data to discover common themes and patterns that answer the research question (Grant, 2019; Johnson, 2015; Petty et al., 2012; Yin, 2011). In this study, the data obtained from respondents will be coded, computed, and analyzed by SPSS Trial Version. Descriptive analysis and inferential statistical analysis are the two statistical procedures utilized for data analysis.

A percentage frequency distribution is a display of data that specifies the percentage of observations that exist for each data point or grouping of data points. It is a particularly useful method of expressing the relative frequency of survey responses and other data (Shapiro, 2008). The percentage and frequency distribution were used in the beginning of the data analysis process to determine the demographic profile of the respondents in terms, of gender, civil status, and length of service in the company. In measuring the prevalent global leadership characteristics among the superiors of the respondents conducted in this study, a correlation coefficient tool was used. As mentioned by Bhandari (2022) a correlation coefficient is a bivariate statistic when it summarizes the relationship between two variables, and it's a multivariate statistic when you have more than two variables. Hence, it allows the study to investigate whether changes in one variable are associated with changes in other variables. As to the effect of global leadership on employee work engagement and to measure the mediating effect of the followership styles on the relationship between global leadership and employee work engagement, the study utilizes regression analysis whereas Frost (n.d.) explains that regression analysis models the relationships between a response variable and one or more predictor variables. He further explains that use regression model to understand how changes in the predictor values are associated with changes in the response mean and can also use regression to make predictions based on the values of the predictors.

In this study, to measure the followership style that is most dominant among the respondents, weighted mean and rank was used. It was discussed that weighted average rank does not have the pitfall of treating all keywords the same (McClain, 2020). This metric gives each keyword a certain weight based on its search volume, in this case 7 items from the scale where 1.00 – 1.85 implies never and 6.16-7.00 denotes always, whereas the higher the search volume, the more important that keyword. Meanwhile, in measuring the differences in employee work engagement across followership style, T-test was used to measure significant differences, A t-test according to Bevans (2022) is a statistical test that is used to compare the means of two groups. It is often used in hypothesis testing to determine whether a process or treatment actually influences the population of interest, or whether two groups are different from one another. Moreover, to determine on how employee work engagement differ across gender and civil status, weighted mean was performed first to compare the means of gender and civil status differences. After which T-test was used to find differences on employee work engagement towards followership styles. While to measure perceived organizational support differs based on length of stay in the company, again weighted mean was used to compare the different number of year or length of stay in the company. Using F-test and ANOVA to determine differences in perceived organizational

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

support in terms of the length of stay in the company. In ANOVA or analysis of variance, f-tests are frequently used in a statistical capacity to determine the equality of different means when there are three or more groups involved by evaluating the variations both between and within the different groups. ANOVA (Analysis of Variance) uses the f-test when the hypothesis of a set of normally distributed populations with a shared standard deviation have equal means (Frost, n.d.).

Finally, Correlational analysis is used in the study to explore the perceived organizational support interact with the relationship between global leadership and work engagement. The correlation analysis supports describing the association between variables based on their strength and magnitude. Pearson correlation analysis value should have fluctuated between +1 and -1. These two signs illustrate a positive or negative linear correlation. If the r illustrates +1, there is a perfectly positive correlation, but if it shows -1, there is a totally negative relationship between variables. If r close to zero, it means that there is a nonlinear relationship between variables (Taylor, 1990). Besides, Cohen (1988) clarified the rule of thumb where correlation is contributed by r; and explained that the strength of the relation of effect size expressed in terms of r when it is between 0.00-0.19 demonstrates a very weak (small relationship). Also, when r is between 0.20-0.39 shows a weak effect on size; additionally, when r is between 0.40-0.59 indicates a moderate impact, if it is between 0.6-0.79 a strong effect is indicated, and if 0.80-1 it illustrates a very strong effect size (large relationship).

Ethical Considerations

The study requested informed consent, respondents were told on the nature and purpose of the research and any anticipated drawbacks of participation. In addition, explanations were given as to the meaning of the research cannot be hidden behind technical explanations or jargon, and that respondents be allowed to ask questions, and, if they choose, to quit the study. and that all data were anonymous because it never created individualized databases with no personal data. Additionally, before distributing the online and in-person questionnaires, each participating organization's representative briefed the research team on the code of good standards that had been established by the organizations.

RESULTS

Two primary sections represent the study's result. The descriptive statistic is used in the first section to address all important study variables, and inferential statistics are the focus of the second section. The Descriptive findings concentrate on respondents' characteristics and the study's critical variables. In this study, data distribution characterizes employees of the tourist attraction sectors' profile and the variables studied in central tendency. In fact, in the study, Descriptive Analysis was used to explain respondents' background, global leadership styles, employee work engagement, followership style, and organizational support. The respondents' demographic profile results have been reported as a personal profile, and the study's main variables have been reported as a distribution of measures.

For inferential statistics, correlation coefficient tool was used in measuring the prevalent global leadership characteristics among the superiors of the respondents. As to the effect of global leadership on employee work engagement and to measure the mediating effect of the followership styles on the relationship between global leadership and employee work engagement, the study utilizes regression analysis. T-test was used to measure significant differences in employee work engagement across followership style while F-test and ANOVA to determine differences in perceived organizational support in terms of the length of stay in the company. Furthermore, correlational analysis is used in the study to explore the perceived organizational support interact with the relationship between global leadership and work engagement.

Demographic Profile

TABLE 1: Demographic Profile of Respondents

Profile	n	%
Gender		
Male	51	42.86%
Female	68	57.14%
Civil Status		
Single	46	38.66%
Married	73	61.34%
Length of Service		
1 year and below	48	40.34%
2–5 years	33	27.73%

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

6-10 years	22	18.49%
11 years and above	16	13.45%

Table 1 summarizes the descriptive traits of the 119 respondents who made up the sample overall and are representative of the tourist attraction sector. As most of the respondents—73 in total—are married, there are more women than men, with a total of 68. When it comes to years of service, the majority have 1 year or less, while those with 11 years or more have 16 overall.

Global Leadership Characteristics

TABLE 2: Global Leadership Characteristics

Characteristics	Mean	DE	Rank
Demonstrating Integrity	5.46	Agree	9
Encouraging Constructive Dialogue	5.60	Agree	5
Creating A Shared Vision	5.40	Agree	10
Developing People	5.55	Agree	6
Building Partnership	5.81	Agree	1
Sharing Leadership	5.67	Agree	3
Empowering People	5.52	Agree	7
Thinking Globally	5.23	Slightly Agree	13
Appreciating Diversity	5.72	Agree	2
Developing Technological Savvy	5.32	Agree	11
Ensuring Customer Satisfaction	5.13	Slightly Agree	14
Maintaining Competitive Advantage	5.23	Slightly Agree	12
Achieving Personal Mastery	5.67	Agree	4
Anticipating Opportunities	5.10	Slightly Agree	15
Leading Change	5.47	Agree	8
Overall Global Leadership	5.46	Agree	

Table 2 shows that based on Ranking, Building Partnership is the most prevalent global leadership characteristics among the superiors of the respondents having a computed of 5.81 weighted mean. Majority of the global leadership characteristics has a good level of agreement except Thinking Globally, Ensuring Customer Satisfaction, Maintaining Competitive Advantage, and Anticipating opportunities that are “slightly agree” or least prevalent as level of agreement.

Global Leadership on Employee Engagement

TABLE 3: Work Engagement

Work Engagement		
13. To me, my job is challenging	6.45	Strongly Agree
14. I get carried away when I am working	5.29	Slightly Agree
15. At my job, I am very resilient, mentally	5.92	Agree
16. It is difficult to detach myself from my job	5.52	Agree
17. At my work, I always persevere, even when things do not go well	5.73	Agree
Overall Work Engagement	5.78	Agree

Table 3 summarizes work engagement of the study as a result respondents believe that their job is challenging with 6.45 weighted mean while being carried away while working has the lowest level of agreement among respondents.

TABLE 4.1: ANOVA, Effect of Global Leadership on Employee Work Engagement

4.1.A. ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	p-value
1	Regression	.132	1	.132	1.051	.307 ^b
	Residual	14.744	117	.126		

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

	Total	14.876	118			
4.1.B. Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	p-value
		B	Std. Error	Beta		
1	(Constant)	5.525	.256		21.581	.000
	GL	.048	.047	.094	1.025	.307
4.1.C Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.094 ^a	.009	.000	.35498	

Table 4 shows the effect of global leadership style on employee work engagement where the regression is not significant meaning it has no effect/relationship.

4.2.A ANOVA						
Source of Variation	DF	Sum of Squares	Mean Squares	F-value	p-value	Significance
Treatment	14	2.7247	0.195	5.980	0.000	**
Error	45	1.4649	0.033			
Total	59	4.1896				
CV (%)	3.31%			** - highly significant		

The coefficient of variation (CV) is the ratio of the standard deviation to the mean. The higher the coefficient of variation, the greater the level of dispersion around the mean. A low CV indicates that the data and results of an experiment is reliable. As for your data, the CV is low thus results of your experiment are reliable.

There is statistically significant difference among the global leadership characteristics among the superiors.

TABLE 4.2: LSD used in ANOVA

Characteristics	Mean	LSD Posthoc
Demonstrating Integrity	5.46	abcd
Encouraging Constructive Dialogue	5.60	abc
Creating A Shared Vision	5.40	abcd
Developing People	5.55	abcd
Building Partnership	5.81	a
Sharing Leadership	5.67	abc
Empowering People	5.52	abcd
Thinking Globally	5.23	cd
Appreciating Diversity	5.72	ab
Developing Technological Savvy	5.32	bcd
Ensuring Customer Satisfaction	5.13	d
Maintaining Competitive Advantage	5.23	cd
Achieving Personal Mastery	5.67	abc
Anticipating Opportunities	5.10	d
Leading Change	5.47	abcd

Fisher's Least Significance Difference LSD method is used in ANOVA to create confidence intervals for all pairwise differences between factor level means while controlling the individual error rate to a significance level it specifies. The result shows that Building Characteristics is the most prevalent global leadership characteristics among the superiors of the respondents. While Demonstrating Integrity, creating a shared vision, developing people, empowering people and leading change have same characteristics among the superiors.

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

Followership Styles

TABLE 5: T-test for followership style

	Mean	Correlation	Significance
Followership Characteristics	5.2786	0.519**	0.000
Employee Work Engagement	5.7855		
Followership Characteristics - Employee Work Engagement	Mean Differences	t	Sig. (2-tailed)
	-0.506895699	-13.892**	0.0000

The table shows that there is a significant difference in employee work engagements and followership characteristics.

TABLE 6.1: Dominant followership style

Questions	Mean	DE	Rank
1. Does your work help you fulfill some societal goal or personal dream that is important to you?	6.41	Always	1
2. Are your personal work goals aligned with your organization's priority goals?	5.34	Almost Always	12
3. Are you highly committed to and energized by our work and organization, giving them your best ideas and performance?	5.92	Almost Always	4
4. Does your enthusiasm also spread to and energize your coworkers?	5.50	Almost Always	10
5. Instead of waiting for or merely accepting what your organizational leader tells you, do you personally identify which activities are most critical for achieving the organization's most important goals?	5.60	Almost Always	9
6. Do you actively develop a distinctive competence in those critical activities so that you become more valuable to your leader and your organization?	5.65	Almost Always	8
7. When starting a new task, do you promptly build a record of successes in tasks that are important to your organizational leader?	5.28	Often	15
8. Can your organizational leader give you a difficult assignment without the benefit of much supervision, knowing that you will meet your deadline with highest-quality work and that you will "fill in the cracks" if need be?	5.81	Almost Always	6
9. Do you take the initiative to seek out and successfully complete assignments that go above and beyond your job?	5.92	Almost Always	4
10. When you are not the leader of a group project, do you still contribute at a high level, often doing more than your share?	6.16	Always	2
11. Do you independently think up and champion new ideas that will contribute significantly to the leader's or the organization's goals?	5.21	Often	16
12. Do you try to solve tough problems (technical or organizational) rather than look to the leader to do it for you?	5.34	Almost Always	14
13. Do you help out other co-workers, making them look good, even when you don't get any credit?	6.05	Almost Always	3
14. Do you help the leader or group see both the upside potential and the downside risks of ideas or plan, planning the devil's advocate if need be?	5.34	Almost Always	12
15. Do you understand the leader's needs, goals, and constraints and then work hard to help meet the leader's needs and goals and work within the leader's constraints?	5.45	Almost Always	11
16. Do you actively and honestly admit to your strengths and weaknesses rather than delay evaluation?	5.71	Almost Always	7
17. Do you make a habit of internally questioning the wisdom of the leader's decisions rather than just			

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

doing what you are told?	3.41	Sometimes	19
18. When the leader asks you to do something that runs contrary to your professional or personal preferences, do you say “no” rather than “yes”?	3.40	Sometimes	20
19. Do you act on your own ethical standards rather than the leaders or the group’s standards?	3.96	Sometimes	18
20. Do you assert your views on important issues, even though it might conflict with your group or reprisals from your leader?	4.12	Occasionally	17
Overall Characteristics Followership	5.28	Often	

In table 5 the most dominant followership characteristics is “the importance of their work that helps them fulfill some societal goal or personal dream” having a weighted mean of 6.41 thus majority of the respondents has as a strong disposition on the importance of their work as societal goal or personal dream fulfillment. Also question on “When you are not the leader of a group project, do you still contribute at a high level, often doing more than your share” Has a high level of agreement among the respondents with 6.16 weighted mean. And majority of the respondents has “almost always” level of agreement on questions related to followership styles (2, 4, 6, 8, 9, 12, 13, 14, 15, and 16). While on “often” as level of agreement for question 7 and 11. “occasionally” level of agreement on question 20. While level of agreement as “sometimes” was the measured result for questions 17, 18, and 19.

TABLE 6.2: Followership Style Frequency

Followership Type Frequency		Percent
Follower Type	Frequency	
Exemplary	37	31.09
Pragmatist	10	8.40
Conformist	70	58.82
Alienated	0	0.00
Passive	2	1.68

The distribution of followership among employees of tourist attractions using scoring criteria is shown in Table 6.B. The majority of respondents with 70 in total are Conformist type of follower based on a combination of their responses to the active engagement and critical thinking items from Kelley’s (1992), followed by Exemplary type of follower with 37 in total. The total number of pragmatic followers is lower, at 10. Finally, followers that are passive or alienated have basically nothing, with 2 and 0 respectively.

TABLE 7: Differences in Employee Work Engagements across Followership Style

	Mean	Correlation	Significance
Followership Characteristics	5.2786	0.519**	0.000
Employee Work Engagement	5.7855		
Followership Characteristics - Employee Work Engagement	Mean Differences	t	Sig. (2-tailed)
	-0.506895699	-13.892**	0.0000

The table shows the result on the differences in employee work engagement across followership style whereas there is a significant difference in employee work engagements and followership styles. If a p-value reported from a t test is less than 0.05, then that result is said to be statistically significant. The p-value for the t test for Equality of Means is 0.000, much lower than the p-value significance threshold of 0.05. This tells us that there is indeed a statistically significant difference in the mean.

Employee Work Engagement differ across Gender and Civil Status

TABLE 8: Employee Work Engagements According to Gender

Employee Work Engagements According to Gender						
Questions	Gender	Mean	DE	T- Test Statistic	p-value	Pairwise
1. At my work, I feel bursting with energy	Male	5.57	Agree	-1.335ns	0.185	-
	Female	5.82	Agree			-

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

2. I find the work that I do full of meaning and purpose.	Male	5.63	Agree	-0.165ns	0.869	-
	Female	5.66	Agree			-
3. Time flies when I am working	Male	6.39	Strongly Agree	-0.123ns	0.902	-
	Female	6.41	Strongly Agree			-
4. At my job, I feel strong and vigorous	Male	5.73	Agree	-0.411ns	0.682	-
	Female	5.79	Agree			-
5. I am enthusiastic about my job	Male	6.22	Strongly Agree	0.543ns	0.588	-
	Female	6.13	Agree			-
6. When I am working, I forget everything else around me	Male	5.96	Agree	0.944ns	0.347	-
	Female	5.81	Agree			-
7. My job inspires me	Male	5.98	Agree	1.252ns	0.213	-
	Female	5.76	Agree			-
8. When I get up in the morning, I feel like going to work	Male	5.31	Agree	0.098ns	0.922	-
	Female	5.29	Agree			-
9. I feel happy when I am working intensely	Male	5.78	Agree	0.464ns	0.643	-
	Female	5.69	Agree			-
10. I am proud of the work that I do	Male	5.96	Agree	1.783ns	0.077	-
	Female	5.63	Agree			-
11. I am immersed in my work	Male	5.45	Agree	-1.264ns	0.209	-
	Female	5.69	Agree			-
12. I can continue working for very long periods at a time	Male	5.69	Agree	0.587ns	0.558	-
	Female	5.57	Agree			-
13. To me, my job is challenging	Male	6.55	Strongly Agree	1.362ns	0.176	-
	Female	6.37	Strongly Agree			-
14. I get carried away when I am working	Male	5.20	Slightly Agree	-0.703ns	0.483	-
	Female	5.35	Agree			-
15. At my job, I am very resilient, mentally	Male	5.94	Agree	0.171ns	0.864	-
	Female	5.91	Agree			-
16. It is difficult to detach myself from my job	Male	5.61	Agree	0.717ns	0.475	-
	Female	5.46	Agree			-
17. At my work, I always persevere, even when things do not go well	Male	5.69	Agree	0.434ns	0.665	-
	Female	5.76	Agree			-
Overall Work Engagement	Male	5.80	Agree	0.459ns	0.647	-
	Female	5.77	Agree			-

Table 8 summarizes the overall work engagement between gender. Male respondents weighted mean resulted to 5.80 while Female at 5.77. The overall employee work engagement according to its p-value is calculated at 0.459 higher than the pvalue significance threshold of 0.05. Hence, we were not able to see significant difference in terms of gender. However. The table shows that male respondents have a higher level of agreement in terms of their attitude towards employee work engagement as compared to female employees.

TABLE 9: Employee Work Engagements According to Civil Status

Employee Work Engagements According to Civil Status						
Questions	Civil Status	Mean	DE	T- Test Statistic	p-value	Pairwise
1. At my work, I feel bursting with energy	Single	5.73	Agree	0.802ns	0.424	-
	Married	5.70	Agree			-
2. I find the work that I do full of meaning and purpose.	Single	5.71	Agree	0.56ns	0.577	-
	Married	5.54	Agree			-
3. Time flies when I am working	Single	6.44	Strongly Agree	0.663ns	0.508	-
	Married	6.35	Strongly Agree			-
4. At my job, I feel strong and vigorous	Single	5.81	Agree	0.62ns	0.536	-
	Married	5.70	Agree			-
5. I am enthusiastic about my job	Single	6.21	Strongly Agree	1.793ns	0.076	-
	Married	6.11	Agree			-

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

6. When I am working, I forget everything else around me	Single	5.99	Agree	0.691ns	0.491	-
	Married	5.70	Agree			-
7. My job inspires me	Single	5.90	Agree	-0.712ns	0.478	-
	Married	5.78	Agree			-
8. When I get up in the morning, I feel like going to work	Single	5.25	Agree	-1.827ns	0.070	-
	Married	5.39	Agree			-
9. I feel happy when I am working intensely	Single	5.59	Agree	-0.082ns	0.935	-
	Married	5.96	Agree			-
10. I am proud of the work that I do	Single	5.77	Agree	1.11ns	0.269	-
	Married	5.78	Agree			-
11. I am immersed in my work	Single	5.67	Agree	1.206ns	0.230	-
	Married	5.46	Agree			-
12. I can continue working for very long periods at a time	Single	5.71	Agree	0.648ns	0.519	-
	Married	5.48	Agree			-
13. To me, my job is challenging	Single	6.48	Strongly Agree	-0.76ns	0.449	-
	Married	6.39	Strongly Agree			-
14. I get carried away when I am working	Single	5.22	Agree	-1.327ns	0.187	-
	Married	5.39	Agree			-
15. At my job, I am very resilient, mentally	Single	5.84	Agree	0.984ns	0.327	-
	Married	6.07	Agree			-
16. It is difficult to detach myself from my job	Single	5.60	Agree	-1.041ns	0.300	-
	Married	5.39	Agree			-
17. At my work, I always persevere, even when things do not go well	Single	5.66	Agree	0.474ns	0.637	-
	Married	5.85	Agree			-
Overall Work Engagement	Single	5.73	Agree	0.155ns	0.877	-
	Married	5.70	Agree			-

The overall level of work engagement by civil status is summarized in Table 9. The weighted mean for single respondents was 5.73, while that for married respondents was 5.70. According to its p-value, the overall employee work engagement is 0.155 points greater than the p-value significance level of 0.05. As a result, we were unable to detect any significant differences in terms of civil status. However, the table demonstrates that, in comparison to employees who are married, single respondents agree more strongly with attitudes about employee work engagement.

Perceived Organizational Support differ based on Length of Stay in the Company

TABLE 10: Perceived Organizational Support differ based on Length of Stay in the company

Perceived Organizational Support According to Length of Stay in Company						
Questions	Length of Stay	Mean	DE	F	p-value	Pairwise
1. The organization values my contribution to its well-being	1 year and below	5.48	Agree	0.443ns	0.723	-
	2-5 years	5.24	Slightly Agree			-
	6-10 years	5.36	Agree			-
	11 years and above	5.31	Agree			-
2. If the organization could hire someone to replace me at a lower salary it would do so (R)	1 year and below	4.85	Slightly Agree	0.162ns	0.922	-
	2-5 years	4.64	Slightly Agree			-
	6-10 years	4.68	Slightly Agree			-
	11 years and above	4.69	Slightly Agree			-
3. The organization fails to appreciate any extra effort from me (R)	1 year and below	3.88	Neither Agree Nor Disagree	1.124ns	0.342	-
	2-5 years	4.03	Neither Agree Nor Disagree			-
	6-10 years	3.27	Slightly Disagree			-
	11 years and above	3.88	Neither Agree Nor Disagree			-
4. The organization strongly considers my goals and values	1 year and below	3.71	Neither Agree Nor Disagree	0.179ns	0.911	-
	2-5 years	3.61	Neither Agree Nor Disagree			-
	6-10 years	3.45	Slightly Disagree			-
	11 years and above	3.63	Neither Agree Nor Disagree			-
	1 year and below	3.54	Neither Agree Nor Disagree	1.042ns	0.377	-
	2-5 years	3.61	Neither Agree Nor Disagree			-

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

5. The organization would ignore any complaint from me (R)	6-10 years	3.05	Slightly Disagree			-
	11 years and above	3.00	Slightly Disagree			-
6. The organization disregards my best interests when it makes decisions that affect me (R)	1 year and below	3.44	Slightly Disagree	0.820ns	0.486	-
	2-5 years	3.88	Neither Agree Nor Disagree			-
	6-10 years	3.50	Slightly Disagree			-
	11 years and above	3.44	Slightly Disagree			-
7. Help is available from the organization when I have a problem	1 year and below	4.71	Slightly Agree	0.039ns	0.990	-
	2-5 years	4.64	Slightly Agree			-
	6-10 years	4.73	Slightly Agree			-
	11 years and above	4.75	Slightly Agree			-
8. The organization really cares about my well-being	1 year and below	5.79	Agree	1.950ns	0.125	-
	2-5 years	5.27	Slightly Agree			-
	6-10 years	5.73	Agree			-
	11 years and above	5.94	Agree			-
9. The organization is willing to extend itself in order to help me perform my job to the best of my ability	1 year and below	5.52	Agree	0.199ns	0.897	-
	2-5 years	5.52	Agree			-
	6-10 years	5.41	Agree			-
	11 years and above	5.31	Agree			-
10. Even if I did the best job possible, the organization would fail to notice (R)	1 year and below	3.23	Slightly Disagree	0.191ns	0.902	-
	2-5 years	3.39	Slightly Disagree			-
	6-10 years	3.18	Slightly Disagree			-
	11 years and above	3.44	Slightly Disagree			-
11. The organization is willing to help me when I need a special favor	1 year and below	4.98	Slightly Agree	1.276ns	0.286	-
	2-5 years	4.94	Slightly Agree			-
	6-10 years	4.32	Neither Agree Nor Disagree			-
	11 years and above	5.00	Slightly Agree			-

The perceived organizational support differs based on length of stay in the company is summarized in Table 9. The weighted mean for respondents with 1 year and below year of stay was 4.50, while that for 2-5 years among respondents was 4.48, for 6-10 years of services among respondents was 4.39, and respondents with 11 years and above length of stay was 4.43. According to its p-value, the overall perceived organizational support is 0.804 points greater than the p-value significance level of 0.05. As a result, we were unable to detect any significant differences in terms of length of stay. However, the table demonstrates that, in comparison to employees who have 1 year and below length of stay has higher level of agreement towards perceived organizational support at 4.5 weighted mean. Moreover, respondents with 11 years and above length of stay shows the lowest level of agreement towards perceived organizational support at 4.43 weighted mean.

Effect of Followership Styles on Relationship Between Global Leadership and Employee Work Engagements

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	p-value
1	Regression	6.207	2	3.103	21.389	.000 ^b
	Residual	16.831	116	.145		
	Total	23.038	118			

There is a highly significant relationship of followership characteristics and employee work engagement *only work engagement since in the coefficients table, it determines not significant/no relationship

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.519 ^a	.269	.257	.38091

There is moderately strong significant correlation.

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

Followership Characteristics explains 26.90% on work engagement.

TABLE 11: Effect of Followership Styles on Relationship Between Global Leadership and Employee Work Engagements

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	p-value
		B	Std. Error	Beta		
1	(Constant)	1.533	.613		2.500	.014
	GL	.002	.050	.003	.039	.969
	WE	.646	.099	.519	6.507	.000

Followership Characteristics = 1.533 + 0.02 (Global Leadership) + 0.646 (Work Engagement). Global Leadership is not significant or no relationship

with followership characteristics, so it is not part of the regression model. New model: Followership Characteristics = 1.533 + 0.646 (Work Engagement). A slope of 0.646 represents the estimated change in followership characteristics for every increase of one of work engagement.

Table 11 answers the mediating effect of the followership styles on employee work engagement whereas an estimated change in followership characteristics for one increase in work engagement. Furthermore, the effect of followership characteristics is 0.646 in work engagement but nothing in global leadership with .002. Since the higher the coefficient of variation, the greater the level of dispersion around the mean and the lower the value of the coefficient of variation, the more precise the estimate.

Perceived Organizational Support interact with the relationship between Global Leadership and Work Engagement

TABLE 12: Perceived Organizational Support interact with the relationship between Global Leadership and Work Engagement

Perceived Organizational Support Interact to Global Leadership			
Perceived Organizational Support		Correlation Coefficient	p-value
Global Leadership	0.016ns	No Correlation	0.860
Work Engagement	0.244**	Weak	0.008

Table 12 shows that there is no relationship of perceived organizational support to global leadership as the measured p-value is .860. Work engagement on the other hand has a significant positive weak correlation/relationship with organizational support with measured p-value of 0.008. Moreover, if the work engagement increases, the organizational support also increases.

SUMMARY OF RESULTS

In this study, 119 respondents working in tourist attraction in Baguio and Benguet, Philippines, completed the online and in-person questionnaire that evaluated personal background, global leadership styles, employee work engagement, followership style, and perceived organizational support.

The study assessed the demographic background of the respondents according to gender, marital status, and length of stay in the organization to find the most prevalent global leadership characteristics among superiors. Among these characteristics, building partnership is the most prevalent global leadership characteristics. On the contrary, the findings revealed a Thinking Globally, Ensuring Customer Satisfaction, Maintaining Competitive Advantage, and Anticipating opportunities that are the least prevalent among the global leadership characteristics. Meanwhile, the effect of global leadership on employee work engagement has indicated that respondents believe that their job in the attraction sector is challenging as situation where employees are carried away while working has the lowest level of agreement among respondents.

The study however, revealed that global leadership styles have no significant effect on employee work engagement. Nevertheless, the study was able to show a significant difference in employee work engagement and followership style. Additionally, the dominant followership style that was carried among respondents is the belief that their work in the attraction sector helps them fulfill some societal goal or personal dream that is important to them.

Also, the result of employee work engagement according to gender and civil status did not show significant difference. Still the study was able to identify that male respondents have a higher level of agreement in terms of the attitude towards employee work engagement as compared to female employees. In addition, the study demonstrates that, in comparison to employees who are married, single respondents agree more strongly with attitudes about employee work engagement. As to the perceived organizational support differs based on length of stay in the company, the study was unable to detect

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

any significant differences in terms of length of stay. Nevertheless, employees who have 1 year and below length of stay has higher level of agreement towards perceived organizational support while 11 years and above length of stay shows the lowest level of agreement towards perceived organizational support.

While the mediating effect of the followership styles on employee work engagement whereas an estimated change in followership characteristics for one increase in work engagement. Furthermore, the effect of followership characteristics has significant relationship in work engagement but nothing in global leadership.

Furthermore, the study shows that there is no relationship of perceived organizational support to global leadership. However, Work engagement on the other hand has a significant positive weak correlation/relationship with organizational support.

DISCUSSION

The results of the quantitative analysis of the effects of the global leadership style on employee work engagement among sectors of the tourist industry in Baguio and Benguet, the Philippines, are discussed in this section of the study. Followership styles are discussed as a mediator and perceived organizational support is discussed as a moderator.

Demographic information provides data regarding research participants and is necessary for the determination of whether the individuals in a particular study a representative sample of the target population for generalization purposes are (Lee & Schuele, 2010). Usually, demographics profiles in this study are reported in the methods section of the research report and serve as independent variables in the research design.

The study's findings showed that building partnership is the most prevalent global leadership characteristics in attraction sector. This result has conformed to the work of Mendenhall, et al, (2012) that Global leaders are individuals who effect significant positive change in organizations by building communities through the development of trust and the arrangement of organizational structures and processes in a context involving multiple cross-boundary stakeholders, multiple sources of external cross-boundary authority, and multiple cultures under conditions of temporal, geographical and cultural complexity. Highlighting the vitality of developing trust in building partnership Myrcick (2015), that the value of colleagues being able to collaborate and create strong partnerships should not be understated. Trust and loyalty built during the process reciprocate to a team environment of respect for individual ideas and create internal motivation, which is huge in keeping business moving forward.

The results of this study and other investigations allow us to draw the conclusion that global leadership qualities play a significant impact in the ability to work with people from a variety of backgrounds, knowing that their perspectives and behaviors are influenced by their values and are just as important as the leaders' own; and in this research amongst employees who were working in tourist attraction sector. Characteristics of Global Leaders can appear as organizational culture and assumed as internal factor. Leaders, managers, or supervisors play an essential role in selecting and performing each of these attributes based on the work situation, directly and indirectly affecting the feeling, attitude, performance, etc., of employees. Besides, this study's findings can explain which attributes can improve and increase the health organizations' strategies and knowledge in the tourist attraction context.

The identified global leadership characteristics with high level of agreement such as, Demonstrating Integrity, Encouraging Constructive Dialogue, Creating A Shared Vision, Developing People, Building Partnership, Sharing Leadership, Empowering People, Appreciating Diversity, and Developing Technological Savvy should be practiced with consistency that prevents uncertainty. Consequently, being a consistent leader means that the team can rely on their leader to carry out commitments and act in a just manner. To the contrary, global leadership characteristics such as Thinking Globally, Ensuring Customer Satisfaction, Maintaining Competitive Advantage, Achieving Personal Mastery, Anticipating Opportunities, Leading Change should have continuous development and improvement in order to boosts employee morale, increases the organization's ability to deal with gaps in the talent pipeline, and reduces the problems and costs associated with turnover.

It is unfortunate that global leadership styles have no significant effect on employee work engagement among employees in tourist attraction sector. However, this opens the door for future research or more research may be needed to reconcile these differences and help shed more light on the topic.

Nevertheless, there is statistically significant difference among the global leadership characteristics among the superiors of the respondents. Building Characteristics is the most prevalent global leadership characteristics among the superiors of the respondents while Demonstrating Integrity, creating a shared vision, developing people, empowering people and leading change have same characteristics among the superiors. It can be argued that employees in the tourist attraction, character typically shows through acting with respect, integrity, and ethical behavior. Hence, respectful behavior is fundamental to a productive and engaged workplace. The ability to show respect regardless of how they feel in the moment will flow from a commitment to treating all others as the way they want to be treated.

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

The findings of this research that there is a significant relationship in employee work engagement and followership style among employees of tourist attraction sector. The findings support previous work done by Pietraszewski (2020) that effective followers have an idea of how to do something that will require more than just their own individual efforts, then they will have to communicate this proposal and ideas to others to create a dynamic and engaging organization. The respondents who are employees working in tourism sector can be work engaging, their effective followership style that is related to fulfilling some societal goal or personal dream that is important to them was particularly investigated in this study to be the most dominant among the respondents.

The followership style of learning the importance of goal setting and the benefits of sticking to those goals in the workplace can be the defining factor determining whether employees in the tourist attraction sector truly embrace the importance of goal setting. The more willing this employee to embrace this method, the more likely they become to reach personal and societal success.

The significant relationship in employee work engagement and followership style was consistent with the study of Blanchard (2009) that individuals who demonstrate active engagement go above and beyond expectations, proactively participate in activities, and provide high-quality work. Moreover, the result found out that employees of the tourist attraction sector are conformist followers. As mentioned by Novikov (2016) that in the study of Kelley (1992), the conformist variable epitomizes a follower style that is low in critical thinking and high in active engagement dimensions. According to the summary of follower characteristics findings, the great majority of respondents has active engagement where they have high level of agreement to contribute at a high level, often doing more than what they share, they also take the initiative to seek out and successfully complete assignment that go above and beyond their job and are highly committed to and energized by their work and organization. While the respondents have a lower agreement on the habit of internally questioning the wisdom of the leader's decisions, acting on their own ethical standards rather than the leaders or the group's standards, and they rather say "no" than "yes" if the leader ask them to do something that run contrary their professional or personal preferences.

In terms of employee work engagement, gender and civil status did not significantly differ from one another. However, the study was able to show that, in comparison to female respondents, male respondents have a higher level of agreement in terms of the attitude toward employee work engagement. Also, the study shows that single respondents agree more strongly with sentiments about employee work engagement than married respondents do.

Conferring the result on gender, that most men tend to be more competitive than women and are more likely to be physically engaged in their job showing more resiliency and mentally able, they are more willing to work for a longer period of time since the job inspire them more, and that they are happier and prouder of the work they do. Therefore, it is important that organizations promote a positive and competitive climate for their male and more specifically to female employees to meet desired engaged behavior. Female, on the other hand, tend to be more social, they develop emotional engagement at work from other work relationships for they feel bursting with energy, more enthusiastic, immersed in their job, and always persevere even things do not go well when their supervisor adequately supports them.

However, interestingly compared to married workers, single employees are more likely to be engaged in their work where they have a high level of agreement on their job as challenging, and that they are more enthusiastic where they feel they need more time to perform their job. Hence, factors should be considered for married employees as their social life are transformed, whereas they spend less time with friends and work and more time with family.

Employees who have 1 year and below length of stay has shown a higher level of agreement towards perceived organizational support while 11 years and above length of stay shows the lowest level of agreement towards perceived organizational support. Employees with 1 year and below length of stay in the organization concur to the idea that the organization values their contribution and well-being in the organization, as well as a strong consideration of their goals and values, and that the organization is willing to help them when they need special favor. While results for employees in the tourist attraction sector of 11 years and above length of stay has shown little level of agreement towards perceived organizational support compared to those employees stayed in the organization for below 11 years. It can therefore be argued that length of stay in the organization can impact the perceived organizational support of the organization.

The conformist employee in the tourist attraction sector has significant relationship in work engagement. The result confirms the idea that employees tend to show more enthusiasm and engagement towards their job as compared to their critical thinking. Existing literature like Kaur & Mittal (2020) also supports the notion that when employees experience meaningfulness of work, it fosters organizational performance and increase employee engagement. Hence, the result has validated that employee engagement and followers' commitment are important for the growth and development of an organization that endeavors to develop and inculcate engagement at work.

Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

As for followership towards global leadership it was found out that there was no significant difference. Despite this result, it can be reasoned out that even without the influence of global leadership style, employees in the tourist attractions can still be highly engaged in their work.

Furthermore, the study on organizational support interacts with work engagement shows a significant positive weak correlation/relationship. Nonetheless, employees in the tourist attraction still rely on organizational support to increase work engagement. We agree with Robinson et al (2004) that the organization must work to nurture, maintain and grow engagement, which requires a two-way relationship between employer and employee. This two-way relationship is based on effective and constructive feedback. As well as Luthans and Peterson (2002) who argue that managers must create an engaging environment for their employees, both emotionally and cognitively. Managers should show empathy and concern for their subordinates, while explaining and properly communicating the purpose of their work and focusing on their benefits to the business. As a result, the healthier and stronger the relationship between employees and managers is, the more employees will be involved and the more likely they will provide positive results and support to their managers.

LIMITATION OF THE STUDY

This study has several limitations that should be addressed in future research. Initially, study limitation concerns the study sample size ($n = 119$). Although the sample size was considered reasonable for inferential analysis, it is recommended that the study be replicated with a larger sample size. Replication should also consider small size attractions, which was avoided with this study involving tourist attraction with less than 10 employees. The study has recognized and considered the fact that certain tourist destinations were also reluctant to share internal company information, hence, there are tourist attraction that was not covered in this study. It is safe to assume that the research findings might differ if data has covered all tourist attraction of the place of study.

Also, this study was conducted in Baguio and selected municipalities of Benguet, the cultural background of the study was mostly Cordilleran's, which is a more conservative culture than other regions of the Philippines specially highly urbanized cities like Manila, Cebu, and Davao that tend to be more of somewhat conventional cultures. Hence, future studies should engage participants from various regions to enrich the validity of the study outcomes. Our findings can inspire further research to use a temporal design to conduct replication studies but also to employ all constructs of the study measuring each time point via crosslagged panel models (Hamaker et al., 2015) to estimate the directional effects among variables over time.

Finally, the types of tourist attractions to which the participating respondents belong were homogeneous; all of the respondents work in man-made attractions; other types of attractions, such as natural tourist attractions, sports tourist attractions, and event tourist attractions, were not included. As a result, researchers should think about integrating all different types of tourist attractions in their future work because doing so can produce interesting findings that can provide meaningful contribution to the tourism industry.

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Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

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Effects of Global Leadership Style on Employee Work Engagement among Sector of Tourist Attractions: Followership Styles as Mediator and Perceived Organizational Support as Moderator

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