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Research paper

Can newcomers perform better at hotels? Examining the roles of transformational leadership, supervisor-triggered positive affect, and perceived supervisor support

Tso-Jen Chen[a,1], Chi-Min Wu[b,*,2]

[a] Department of Business Administration, Tainan University of Technology, Taiwan
[b] Department of Recreation and Health-Care Management, Chia Nan University of Pharmacy & Science, Taiwan

ABSTRACT

Tourism literature has presented the effects of leadership style on staff efficiency yet few have examined the causal relationship between leadership style and newcomer outcomes at the hotel workplace context. This study examined the underlying mechanism regarding how transformational leadership can facilitate hotel newcomers to exhibit better performance and retention. Using the structural equation model, this study tested research hypotheses using valid data collected from 234 hotel newcomers with their supervisors from 63 tourist hotels rated above four-star in Taiwan. Based on emotion in feedback system theory, this study noted that hotel newcomers displayed higher supervisor-triggered positive affect due to the transformational leadership of their supervisors. In turn, this led to newcomers' high performance and motivation to continue working. Adapting social exchange theory, this study found that transformational leadership has led to the development of a higher perceived supervisor support, which facilitated better performance among newcomers at hotel organizations.

1. Introduction

One of the critical challenges faced by organizational managers is the task of providing support to newcomers so that they can quickly adapt to a new work environment (Haueter, Macan, & Winter, 2003; Morrison, 1993; Saks & Gruman, 2018; Yan, Francesco, Wu, & Wang, 2017). Especially in the hospitality industry, tourism organizational managers have high expectations of newcomers, who must be able to quickly learn their work roles and contribute toward increased performance and service quality (Song, Chon, Ding, & Gu, 2015). Past studies have indicated that supervisors can help newcomers in the process of adjusting to a new work organization and increasing their performance in the early stage (Chen & Klimoski, 2003; Wondra & Ellsworth, 2015; Yuan, Li, Mai, Ye, & Yu, 2017). Moreover, in accordance with the principle of social exchange theory (Cropanzano & Mitchell, 2005), individuals are likely to voluntarily exhibit beneficial behaviors based on the treatment they received from their hotel supervisors.

An increasing number of empirical studies on hospitality organizations have reported that supervisors display certain leadership behaviors to motivate their employees and change their behaviors at work (Barling, Weber, & Kelloway, 1996; Chen, Zhu, & Zhou, 2015; Tuan, 2018). For this reason, transformational leadership is considered as comprising leadership behaviors that can change hospitality organization employees' behaviors and attitudes, which are associated with hotel employees' work stress, organizational citizenship behaviors, service performance, workplace deviance, and other attitudinal and behavioral outcomes (Chen & Wu, 2017; Grant, 2012; Judge & Piccolo, 2004; Patiar & Wang, 2016; Uen, Wu, Teng, & Liu, 2012; Yukl, 1999). Yet, even though the effect of transformational leadership on hotel workers' outcomes has been recently confirmed in the context of hospitality organizations, the tourism literature appears to have ignored how this kind of leadership specifically affects hotel newcomers' work performance and motivation to continue working.

On the one hand, several studies have explored the possible antecedents influencing newcomer performance and outcomes, emphasizing the key role of organizational supervisors in motivating the former to exhibit increased performance (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007; Ellis, Nifadkar, Bauer, & Erdogan, 2017). For example, Jokisaari and Vuori (2018) noted that supervisor behaviors may affect newcomer work-related behaviors, such as task performance, work stress, workplace deviance, and organizational citizenship behaviors. Hence, researchers should further examine the causal relationship between newcomer performance and supervisor roles (Li, Harris, Boswell, & Xie, 2011; Lin & Lin, 2019). However, the literature on newcomer outcomes have yet to conduct integrated surveys

* Corresponding author.
E-mail addresses: tj0004@mail.tut.edu.tw (T.-J. Chen), wuchimin@mail.cnu.edu.tw (C.-M. Wu).
[1] Postal address: No. 529, Zhongzheng Rd, Yong Kang District, Tainan City 71002, Republic of China (Taiwan).
[2] Postal address: No. 60, Sec. 1, Erren Rd, Rende District, Tainan City 71710, Republic of China (Taiwan).

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examining the causal mechanisms, which can explain how supervisors' behaviors can lead to improved newcomer performance (Cooper-Thomas & Stadler, 2015; Howell & Greenbaum, 2017; Radzevick, 2016). Furthermore, Payne (2014) suggested that future research on newcomers should investigate how supervisor support operates within the newcomer adjustment process and how it influences their performance and behaviors. Especially in the hospitality context, newcomers who become part of the hotel environment are often expected to quickly adapt to the hotel organization and make significant contributions in providing satisfactory service quality to the clients (Song et al., 2015). In relation to this goal, tourism managers must employ appropriate management practices and strategies to influence newcomers' attitudes and behaviors and help them display higher performance within the hotel organizational context. In doing so, the managers can enhance service quality and competitiveness, thereby ensuring the organization's economic sustainability.

On the other hand, while recent studies have explored newcomer performance within hotel organizations (Song et al., 2015), another valuable research question for hotel managers has emerged: "How can managers enhance newcomers' willingness to continue working in the hotel organization?" At present, only a few studies have focused on the motivation of newcomers to continue working in a hotel organization (Armstrong-Stassen, 2008; Chen, Lyu, Li, Zhou, & Li, 2017; Peachey, Burton, & Wells, 2014; Schopman, Kalshoven, & Boon, 2017). Aside from improving newcomer performance, tourism managers must also be able to determine whether newcomers want to stay in the workforce after entering the hotel organization (Togchaiprasit & Ariyabuddhiphongs, 2016; Wu & Chen, 2015) This is a particularly important question, given that newcomers comprise an important manpower segment within any hotel organization. With the increasing turnover intention among hotel newcomers in the hotel organization (Chen et al., 2017; Togchaiprasit & Ariyabuddhiphongs, 2016), tourism organization managers must exert significant efforts to increase newcomers' willingness to continue working, even in the early stage, when the newcomers have just joined the hotel organization.

One of the key determinants influencing newcomer adaptation process and performance is the newcomers' affect state (Lam & Chen, 2012; Nifadkar, Tsui, & Ashforth, 2012; Sonnentag & Grant, 2012), which can be triggered by a supervisor. Such a supervisor-triggered positive affect state is defined as "individuals' positive affect experiences that can affect and shape their behaviors and attitudes as they actually experience emotions." (Li, Mitchell, & Boyle, 2016; Nifadkar et al., 2012) Several studies have reported on the supervisors' roles and behaviors in triggering newcomer affect toward their organization. For example, Nifadkar et al. (2012) observed newcomer behaviors and attitudes and argues that supervisor behaviors can lead to a positive or negative affect state among newcomers, which can lead to varying levels of effectiveness and outcomes among newcomer. In a hospitality organization, if a hotel supervisor can trigger a newcomer' positive affect toward the hotel organization, that newcomer is likely to exhibit greater enthusiasm in performing their tasks. In turn, this can lead to decreased willingness to leave a hotel organization. Hence, finding ways to trigger a newcomer's positive affect toward the hotel organization is a valuable issue that has plenty of implications for tourism managers.

Meanwhile, the tourism literature has also revealed that perceived supervisor support may also be vital in shaping newcomer performance (Park & Jang, 2017; Suhartanto, Dean, Nansuri, & Triuni, 2018; Zhang, Liao, Yan, & Guo, 2014). Perceived supervisor support describes the degree to which individuals perceive that their supervisor voluntarily provides resources and assistance (Perrot, Bauer, Abonneau, Campoy, & Liden, 2014). Empirical studies also provide support for the assumption that perceived supervisor support can lead to positive attitudinal and behavioral outcomes (Liaw, Chi, & Chuang, 2010). For instance, according to Shanock and Eisenberger (2006), employees who perceive receiving higher supervisor support from their supervisors tend to treat their work well and exhibit greater organizational commitment and improved service performance.

To address the abovementioned gaps in the literature, our study draws from emotion as feedback system theory and social exchange theory to investigate how transformational leadership influences hotel newcomers' performance and motivation to continue working. To the best of our knowledge, this is the first study that examines such a link by emphasizing the mediating effects of supervisor-triggered positive affect and perceived supervisor support in the hotel workplace. Second, we examine the mediating role of newcomers' supervisor-triggered positive affect and perceived social support on the relationship between transformational leadership and newcomer outcomes. We argue that newcomers under transformational leadership are likely to display higher positive affect toward the hotel organization, which then leads to better newcomer performance and increased motivation to work at the hotels. Third, we predict that perceived supervisor support also plays a mediating role between transformational leadership and newcomer outcomes. We note that newcomers experiencing transformational leadership tend to display higher degrees of perceived supervisor support, which in turn, leads to better performance and increased willingness to continue working in the organization. Our investigation focuses on the newcomers' performance and motivation to continue working in the hotel workplace, noting that employing transformational leadership can be an effective strategy in motivating newcomers in hospitality organizations, which contribute to leadership research and tourism management literature. Fig. 1 presents the theoretical model of the study.

2. Theory and hypotheses

2.1. Transformational leadership

Tourism industry researchers believe that transformational leadership can improve and positively influence hotel employee outcomes, including enhanced service quality, service recovery, service performance, and customer satisfaction (Chen & Wu, 2017; Patiar & Wang, 2016; Uen et al., 2012; Yucel, McMillan, & Richard, 2014). Transformational leadership comprises four dimensions: Idealized influence, which entails performing charismatic actions that enable individuals to identify with their leaders (Dong, Bartol, Zhang, & Li, 2017; Yukl, 1999). Inspirational motivation, which refers to articulating the organizational vision in a way that inspires and appeals to individuals (Bass & Avolio, 2000; Shin, Chiang, & Chen, 2012). Intellectual stimulation, which involves encouraging individuals to challenge their assumptions from various perspectives (Gong, Huang, & Farh, 2009; Kovjanic, Schuh, Jonas, Quaquebeke, & Dick, 2012). Finally, individual consideration, which involves acting as a coach to individuals and assisting them with their needs (Kovjanic et al., 2012; Yukl, 1999) According to tourism research, transformational leadership is associated with better service performance (Chi, Yang, & Lin, 2018; Rank, Carstem, Unger, & Spector, 2007), leading to increased leader-member exchange(LMX) and reduced turnover intention (Chen & Wu, 2017). Meanwhile, researchers have also suggested that hotel managers should adopt transformational leadership behaviors to help hotel employees understand their work goals and deliver collective service value for customers, thereby resulting in faster response times in the hotel service process. Moreover, recent hospitality research has provided support for the relationship between transformational leadership and employee performance. It is suggested that hospitality managers should utilize transformational leadership skills, methods, and concepts to enhance hotel employee outcomes via idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Chen & Wu, 2017; Patiar & Wang, 2016; Uen et al., 2012).

2.2. Transformational leadership and newcomers' supervisor-triggered positive affect

Using emotion as a feedback system theory(Baumeister, Vohs, DeWall, & Zhang, 2007; Hutcherson, Seppala, & Gross, 2008), the

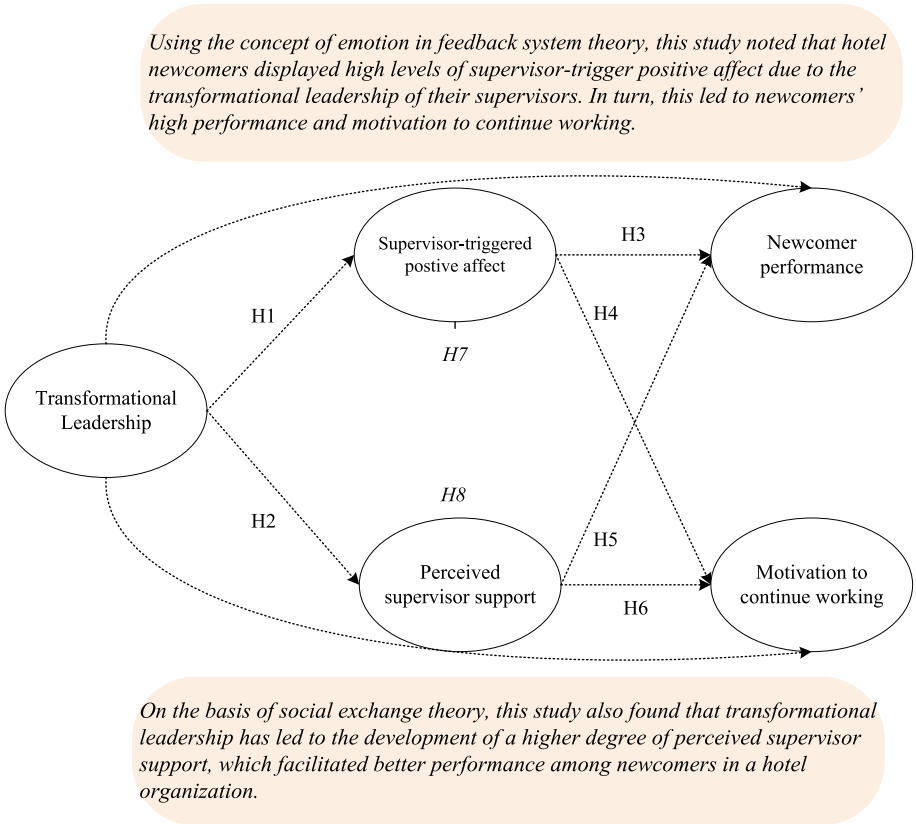


Fig. 1. Theoretical model.

newcomers' supervisor-triggered positive affect is described as a newcomer's consciously remembered and cumulative experiences of positive affect about his/her supervisor in the workplace (Nifadkar et al., 2012). Emotions are affective states that are emphasized on a specific target or origin (Lam & Chen, 2012; Lee & Ok, 2014). While emotions may go beyond conscious cognition and awareness, they also may be rapidly overlooked and forgotten by individuals. Meanwhile, they may exist due to conscious memory and experience (Katz & Kahn, 1978). The newcomer affect can be either positive or negative and is often influenced by the supervisor's roles and behaviors (Park & Jang, 2017). Research on emotion as feedback system theory argued that newcomer's supervisor is the primary target of the affect and that the primary affective construct for newcomers is "liking" (Katz & Kahn, 1978). Past studies have noted that the core characteristic of supervisor leadership is based on mutual liking between supervisor and followers (Park & Jang, 2017; (Katz & Kahn, 1978). The mutual liking between supervisor and subordinate is significantly associated with subordinate outcomes, including positive assessment of the supervisor's leadership and favorable evaluations of their organization (Nifadkar et al., 2012). In contrast, disliking between supervisor and subordinate can negatively impact newcomer outcomes. Research on emotion as feedback also noted that newcomers are likely to have automatic affective reactions to certain types of leadership behaviors or specific events.

For instance, subordinates may experience happiness when an event or policy is regarded as beneficial to them, such as a supervisor patiently assisting newcomers in understanding their new work task in the hotel organization. Meanwhile, research on newcomers has also revealed the positive association between an individual's subsequent efforts for enterprise tasks and his/her positive affect (Nifadkar et al., 2012). While individuals anticipate positive emotions after experiencing a specific event, they tend to facilitate their occurrence. Moreover, as individuals anticipate that quickly accomplishing a hotel task can obtain supervisor's encouragement of positive attitude, they are likely to enhance their efforts to foster its occurrence, which consequently, can lead to better performance. In the newcomer adjustment process, hotel supervisors play a vital role in facilitating the former's adjustment development and progress (Park & Jang, 2017). Newcomers can experience a variety of emotions from a hotel supervisor's influence and kind treatment at different times, such as when he/she provides required assistance and resources to help newcomers quickly adapt to the organizational environment and appropriately allocates tasks for newcomers (Zhang et al., 2014). In the process, after experiencing the supervisor's assistance, newcomers are likely to appraise the hotel supervisor's supportive behaviors as pleasant and happy experiences. According to emotion as feedback system theory, these supportive behaviors will automatically trigger newcomers' positive emotion reactions, such as liking, happiness, and pleasant feelings. After experiencing these beneficial and supportive events, newcomers are likely to remember such positive affective experiences for a long time. In turn, this can lead to the formation of positive affect toward their supervisors.

In this study, which adopts emotion as feedback system theory (Nifadkar et al., 2012), we argue that transformational leadership nurtures a higher level of newcomers' supervisor-triggered positive affect. For instance, when tourism supervisors exhibit transformational leadership behaviors (e.g., enthusiastically talking about hotel service goals and service expectations for future clients, exhibiting great confidence in a newcomer's potential to achieve hotel service goals in the future, inspiring newcomers to quickly adjust to their new work in the hotel, and providing necessary assistance for them) newcomers are likely to have supervisor-triggered positive emotions, which can lead to higher positive affect toward the hotel organization. Such a state may include displaying higher liking for the hotel supervisor and organization, showing positive attitudes toward one's assigned tasks, and possessing greater enthusiasm in accepting challenges while working in the hotel organization. In other words, emotional appeal from the hotel

supervisor motivates newcomers in exhibiting overall high positive affect toward the hotel organization. A hotel supervisor is someone who can trigger a newcomer's positive affect toward a hotel organization by creating an atmosphere of emotional appeal and motivational influence. Following this argument, we present our first hypothesis.

Hypothesis 1. Transformational leadership is positively related to newcomers' supervisor-triggered positive affect.

2.3. Transformational leadership and perceived supervisor support

According to social exchange theory (Cropanzano & Mitchell, 2005), individuals reciprocate their efforts and offer resources to others who help and assist them voluntarily. Social exchange theory posits that one party exerts in ways that are beneficial to another party and creates a relationship for future reciprocity of implicit obligation. The implicit obligation of future reciprocity leads to certain behaviors that are beneficial to each other. The conceptualization of social exchange theory describes the reciprocating relationship between organizational members. Although social exchange theory has increasingly been adopted as a conceptual foundation with organizational science, researchers have not yet explored the newcomers' outcomes in the tourism and hospitality management. To supplement this deficit, this study further examine the relationships among transformational leadership, perceived supervisor support, newcomer performance, and intention to continue work at the present organization based on reciprocity of social exchange.

Supervisor leadership behaviors can effectively influence employees' perceptions of the degree to which they can obtain needed resources and assistance from their supervisors (Bass & Avolio, 2000; Bro, Anderson, & Bqllingtoft, 2017; Chen, Wang, & Lee, 2018; Dhar, 2016; Raub & Robert, 2012; Thomas, Martin, & Riggio, 2013). Perceived supervisor support describes the degree to which employees perceive that their supervisors voluntarily provide resources and assistance to help them (employees) perform better at work (Babin & Boles, 1996; Zhang & Bartol, 2010). Based on social exchange theory (Eisenberger, Huntington, Hutchison, & Sown, 1986), individuals tend to reciprocate beneficial behaviors and outcomes to another individual whom they perceive as beneficial to them. The theory argues that individuals are more likely to exhibit greater willingness to assist others when they themselves receive valuable resource and assistance from others (Gagnon & Michael, 2004). In relation to this idea, we argue that transformational leadership can foster the hotel newcomers' perceived supervisor support (Kovjanic et al., 2012; Rank et al., 2007).

Based on social exchange theory, the current study argues that transformational leadership can elicit newcomers' perceived supervisor support (Bass, 1985; Cheng, 2014; Gong et al., 2009; Liao & Chuang, 2004). For instance, transformational leaders tend to consider the different characteristics of newcomers, understand their unique demands, and provide necessary assistance and resources (Bass, Avolio, Jung, & Berson, 2003; Dong et al., 2017). These actions, in turn, lead to higher perceived supervisor support. Furthermore, transformational leaders are likely to analyze the newcomers' work-related problems in the early stage and provide constructive suggestions toward them, and such actions can also lead to greater perceived supervisor support. Hence, we present the following hypothesis.

Hypothesis 2. Transformational leadership is positively related to newcomers' perceived supervisor support.

2.4. Newcomers supervisor-triggered positive affect and newcomer outcomes

The emotion as feedback system theory posits that individuals' affective experiences can influence and shape their subsequent behaviors and attitudes as they actually experience the emotions (Hutcherson et al., 2008; Lam & Chen, 2012; Lee & Ok, 2014; Nifadkar et al., 2012). In other words, after experiencing the emotions, individuals are likely to change their behaviors and attitudes, which are triggered by the experienced emotions (Chi, Chen, Huang, & Chen, 2018; Maneotis, Grandey, & Krauss, 2014). Newcomer performance describes the extent to which new employees understand their task and specific role in their organization and can satisfactorily complete their organizational responsibilities related to their work and the standard performance (Bauer & Green, 1998; Chen, 2005). In the present study, we used the emotion as feedback system theory to examine why newcomers' supervisor-triggered positive affect generates beneficial outcomes, including newcomer performance and motivation to continue working. This means that a supervisor-triggered positive affect experienced by a newcomer (e.g., a hotel supervisor showing kind treatment and providing assistance) induces newcomers to behave in a manner that is in accordance with what is expected to them. As the newcomers experience higher positive affect, they are likely to display better newcomer outcomes, such as newcomer performance. Meanwhile, the positive affect triggered by a hotel supervisor's kind treatment can motivate newcomers to increase their willingness to continue working and staying in the organization. Newcomers to the hotel industry who experience higher positive affect tend to feel happy and like their supervisors and organizations, which increases their willingness to stay at the hotels. Based on the above arguments, we present our hypotheses below.

Hypothesis 3. Newcomers' supervisor-triggered positive affect is positively related to newcomer performance.

Hypothesis 4. Newcomers' supervisor-triggered positive affect is positively related to newcomers' motivation to.

continue working.

2.5. Perceived supervisor support and newcomer outcomes

Supervisor support influences individuals' beliefs regarding the degree to which supervisors value the contribution and care about the well-being of the newcomers. Several studies have noted the positive association between perceived supervisor support and employee outcomes, suggesting that future works should also focus on the antecedents and consequences of perceived supervisor support (Park & Jang, 2017; Zhang et al., 2014). The core concept of social exchange theory lies in individuals voluntarily reciprocating beneficial behaviors to others (i.e., if one individual helps another individual, the latter would reciprocate voluntarily) (Blau, 1993). Thus, based on social exchange theory arguments, individuals are likely to exhibit higher beneficial behaviors and outcomes, such as increased newcomer performance, higher job satisfaction, and greater willingness to work and stay in an organization. According to Park and Jang (2017), higher employee satisfaction is positively related to perceived supervisor support. Perrot et al. (2014) also notes that staff with higher perceived supervisor support tend to display higher levels of service effectiveness, hence, improved performance. In this study, we argue that perceived supervisor support can help newcomers exhibit better performance within an organization. On the one hand, we predict that due to perceived higher support and resources from their hotel supervisors, newcomers are more likely to exhibit a greater degree of willingness to do well in their jobs, even if their tasks are difficult or unfamiliar. Such improved attitude certainly leads to better newcomer performance. On the other hand, we also predict that the hotel workers who have a higher degree of perceived supervisor support tend to increase their wiliness and motivation to continue working at the present organizations. The primary reason why hotel newcomers leave their organizations is often due to the perceived lack of assistance and concern from

their supervisors or because they do not receive assistance (e.g., sharing of constructive suggestions or solving methods from leaders) even if they face a variety of work problems. Thus, we can say that when employees perceive that they can get obtain more resources and support from their organization supervisors, they are likely to exhibit greater willingness to overcome these work-related problems and continue to stay in the present organization. Based on the above arguments, we present the hypotheses below.

Hypothesis 5. Newcomers' perceived supervisor support is positively related to newcomer performance.

Hypothesis 6. Newcomers' perceived supervisor support is positively related to newcomers' motivation to continue.
working in the present organization.

2.6. Mediating roles of newcomers' supervisor-triggered positive affect

Past studies have indicated that new employees consider their leaders or supervisors as the main organizational representatives. Social learning theory argues that individuals can learn what behaviors are expected, rewarded, and punished through role modeling by experiencing a series of psychological matching processes, such as imitating, observing, and identifying with others' behaviors (Manz & Sim, 1980). A leader's behavior is one of the most important sources of role modeling (Chi & Wang, 2018). In a way, leaders' behaviors, such as supporting and helping their followers, may trigger newcomer affect (Fan, Yao, Lai, Hou, & Zheng, 2017; Zhou & Wang, 2014). Thus, while leaders adopt a series of supportive behaviors to trigger newcomers' emotional perceptions, the latter may develop a psychologically positive feedback affect, and such a state can help them adjust better and improve their performance. Newcomers tend to focus more on understanding their actual responsibilities and tasks and show increased willingness to learn, explore and complete their tasks, which can lead to greater adjustment and performance.

On the other hand, transformational leaders are likely to convey positive work messages and expectations to newcomers (Hildenbrand, Sacramento, & Binnewies, 2018; Zhu, Sosilk, Riggo, & Yang, 2012). In the hospitality and tourism context, tourism supervisors may convey positive messages to newcomers and convince them that they must quickly adjust and make contributions to the hotel organization and that the hotel organization also need them (newcomers) to exhibit higher performance and effectiveness to satisfy hotel clients. Thus, under a supportive atmosphere, newcomers are likely to exhibit greater positive affect toward their hotel organization and in turn lead to better outcomes.

Extending from the above discussion, and by combining Hypotheses 1, 3, and 4, this study proposes that transformational leadership influence newcomer outcomes through its effect on newcomers' supervisor-triggered positive affect. Although the positive association between transformational leadership and employee outcomes has been demonstrated by prior literature, the role of newcomers' supervisor-triggered positive affect remains unclear. Previous studies also failed to explain the theoretical reason why transformational leadership can influence newcomer outcomes. In this study, we posit that newcomers' supervisor-triggered positive affect plays a central role in explaining why transformational leadership can significantly influence newcomer outcomes. We note that transformational leadership can nurture newcomers' supervisor-triggered positive affect, which leads to better newcomer performance and increases motivation to continue working at the hotel organization. Following the above argument, we present the following hypotheses:

Hypothesis 7. Newcomers' supervisor-triggered positive affect mediates the relationship between transformational leadership and (a) newcomer performance and (b) newcomers' motivation to continue working in the present organization.

2.7. Mediating roles of perceived supervisor support

Tourism scholars have begun to use the social exchange theory as theoretical framework for exploring individuals' behavior in the tourism context and mention that individuals direct their actions toward particular targets based on the nature of the exchange (Nunkoo & Ramkissoon, 2011, 2012). Nunkoo and Ramkissoon (2011) developed a model based on the social exchange relationship to show that support for tourism development is determined by perceived benefit, perceived cost, and community satisfaction. Nunkoo and Ramkissoon (2012) further used the social exchange perspective to analyze the effects of power and trust on support for tourism and found that power to influence tourism, and trust in government actors determine the degree of political support for tourism. The above mentioned arguments reveal the basic value of the social exchange theory in exploring and analyzing individuals' decision behaviors in the tourism context. Consistent with the perspective of social exchange relationship on reciprocity for both parties (Nunkoo & Ramkissoon, 2011, 2012), this study uses the social exchange theory as the theoretical basis for exploring the relationship among transformational leadership, perceived supervisor support, and newcomer outcomes.

Transformational leaders exhibit a series of supportive behaviors that assist newcomers to understand their service goals and the goals of hotel organizations, stimulating them to solve service problems from different perspectives, and encouraging them to perform better than before; and finally provide necessary resource and individuals' assistance to newcomers. These supportive behaviors help newcomers to develop a perception on that hotel organization's values and willingness to invest in resources for them in their early days. Based on the psychology of reciprocity of social exchange, the hotel newcomers are likely to exhibit better performance that benefit the hotel organization and are also willing to stay longer to establish longer relationships with the hotels. Thus, based on the reciprocity of social exchange theory, the newcomers who are treated well and valued by hotel supervisor are likely to have a higher perception of the supervisor support and to exhibit positive behaviors that benefit their hotels. They are also willing to establish a longer term relationship with their hotel organizations.

Extending from the above discussion, and by combining Hypothesis 2, 5, and 6 we argue that newcomers under transformational leadership are likely to perceive a greater degree of perceived supervisor support. In turn, this elicits better newcomer performance and increased motivation to stay and continue working to accomplish work goals (e.g., providing high-quality service to hotel clients). When hotels foster a work atmosphere, in which newcomers perceive no support nor receive adequate assistance from their hotel supervisors, such newcomers are likely to exhibit negative consequences for the hotel organization and show an increased willingness to leave such an organization. In this study, we emphasize that perceived supervisor support another central role in explaining why transformational leadership behaviors can influence newcomer outcomes. This study stresses that transformational leadership can encourage newcomers to develop higher perceived supervisor support, which can then lead to better newcomer performance and increased motivation to continue working at the hotel organization. Based on the above arguments, we present the following hypothesis:

Hypothesis 8. Newcomers' perceived supervisor support mediates the relationship between transformational leadership and (a) newcomer performance and (b) newcomers' motivation to continue working in the present organization.

3. Methods

3.1. Sample and procedure

Data were obtained from 234 hotel newcomers and their supervisors in the food and beverage and marketing departments of 63 tourist

hotels. These hotels are listed on the official website of the Taiwan Tourism Bureau (established under the Ministry of Transportation and Communication in Taiwan). Owing to the complex nature of the service industry, hotel newcomers must have at least one to three months during which they can fully understand their routine tasks and master the knowledge and skills required to perform such tasks adequately. We distributed 504 questionnaires to 63 tourist hotels with 8 questionnaires to each hotel and were randomly sent to select newcomers with less than three months job tenure. 234 valid questionnaires were collected for an effective return rate of 46.42%. Each tourist hotel was assigned eight newcomer–supervisor dyad questionnaires. We adopted a three-stage time-lag design to collect data, thus limiting the potential common method variance (CMV) (Podsakoff et al., 2012). In Stage 1, January 2018, hotel newcomers were asked to assess the transformational leadership behaviors. After six weeks, in March 2018 (Stage 2), hotel newcomers were asked to assess their supervisor-triggered positive affect and perceived supervisor support, which we then measured. Finally, in May 2018 (Stage 3), the newcomers were asked to assess their motivation to continue working and their supervisors assessed their performance. In each period, a cover letter was included to present the purpose of the study and inform the participants that they should return the completed questionnaires in the sealed envelopes within seven days. Meanwhile, the participants were informed that they will be treated anonymously and that their answers were to be treated with confidentiality. Meanwhile, the participants were asked to complete the questionnaires after their work hours so as not to disrupt their work. In total, 234 newcomer–supervisor dyads were obtained, with an overall response rate of 46.42%. The average number of newcomers with dyad questionnaires at each tourist hotel is 3.71. All the items were rated on a five-point Likert scale. Newcomers surveyed were mainly female (61.8%), 71.6% were < 30 years old, and 76.8% had completed their college education. Meanwhile, the supervisors were mostly male (66.7%), 57.3% were over 40 years, and 71.83% had completed their college education degree. Due to that this data collected from 234 hotel newcomers from 63 tourist hotels, it should be adopted in aggregating the individual data to the collective level for appropriateness. The validity of aggregates or means related to constructs in this study should be evaluated (Klein & Kozlowski, 2000). Thus, Rwg values greater than or equal to 0.7, ICC(1) values > 0.05, and ICC(2) values > 0.6—as defined by Bliese (2000)—were adopted in the present study. The results revealed that the average Rwg values were 0.82, 0.84, 0.85, 0.83 and 0.92 for transformational leadership, supervisor-triggered positive affect, perceived supervisor support, newcomer performance, and motivation to continue to work respectively, indicating that hotel newcomers from the same hotel had shared beliefs. The ICC(1) and ICC(2) values were 0.23–0.34 and 0.64–0.79, respectively, denoting that the aggregations were appropriate in this study.

3.2. Measurement

The questionnaire design and measurement of all constructs is discussed in this section. The 5-point Likert scales with various endpoints was used to measure all items of the factors in each construct. All questions asked in this study may be found in the Appendix A. First, transformational leadership contained twenty items scale developed by Bass and Avolio (1995), which comprised four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration and has revealed adequate levels of reliability and construct validity (Liao & Chuang, 2007). Second, supervisor-triggered positive affect used an eight-item scale adapted from Nifadkar et al. (2012), which has demonstrated adequate levels of reliability and construct validity in past research (Nifadkar et al., 2012). Third, perceived supervisor support employed a three-item scale developed from Eisenberger et al. (1986), which has shown adequate levels of reliability and construct validity, (Park & Jang, 2017). Fourth, newcomer performance developed a three-item scale adapted from Li et al. (2011), which reveals adequate levels of reliability and construct validity (Li et al., 2011). Finally, motivation to continue working adopted a four items scale adapted from Armstrong-Stassen (2008), which has shown adequate levels of reliability and construct validity in a past study (Schopman et al., 2017).

3.3. Control variable

Sex, age, and education were found significantly related to newcomer performance and behaviors, and were controlled for this study. Newcomer gender first was controlled since its influence on service performance (Patiar & Wang, 2016). Meanwhile, Newcomer age was controlled due to that attitudes and behaviors influenced by different age experiences. (Wu & Chen, 2015). Finally, education level also was examined in order to the effct of education training on newcomer outcomes (Shin et al., 2012).

3.4. Data analysis

Based on the purpose of the study, we conducted a two-stage analytic procedure of the measurement model and the structural model. Here, we used confirmatory factor analysis (CFA) to test the reliability and validity of the scales and then used structural equation modeling (SEM) to verify our research hypotheses.

4. Results

4.1. Correlations between all the variance

The means, standard deviations, and correlations for the focal variables are presented in Table 1. According to the results of the descriptive statistical analysis, the average values of the variables ranged between 3.25 and 3.66, and the standard deviation ranged between 0.87 and 0.99. Moreover, we found significant positive correlations between the five study variables, as shown in Table 1. Transformational leadership was positively associated with newcomers' supervisor-triggered positive affect ($\beta = 0.33$, $p < 0.01$) and perceived supervisor support ($\beta = 0.48$, $p < 0.01$). Meanwhile, newcomers' supervisor-triggered positive affect was positively associated with newcomer

Table 1
Means, standard deviations, and correlations.

Variable	Mean	s.d.	1	2	3	4	5
1. Transformational leadership	3.66	0.95	(0.92)				
2. Supervisor-triggered positive affect	3.52	0.93	0.33**	(0.85)			
3. Perceived supervisor support	3.25	0.87	0.48**	0.29**	(0.94)		
4. Newcomer performance	3.37	0.98	0.24**	0.35**	0.34**	(0.93)	
5. Motivation to continue working	3.41	0.99	0.27**	0.32**	0.39**	0.23*	(0.88)

Note: The correlations and internal reliabilities (Cronbach's α) are based on $N = 63$. Scale reliabilities are provided along.the diagonal in parentheses.
* $P < 0.05$.
** $P < 0.01$.

Table 2
Measurement properties of variables.

Variable	Factor/Indicator	Standardized loading	Cronbach's alpha	Composite reliability	Average variance extracted
Transformational leadership *(Model fit statistics:* Chi-square = 885.97; Degrees of freedom = 164; $p < 0.001$; CFI = 0.83; TLI = 0.81; ILI = 0.83; RMR = 0.13*)*	*Idealized Influence*:		0.93	0.94	0.67
	TL1	0.83			
	TL2	0.86			
	TL3	0.80			
	TL4	0.83			
	TL5	0.82			
	TL6	0.78			
	TL7	0.84			
	TL8	0.83			
	Inspirational Motivation:		0.90	0.90	0.70
	TL9	0.83			
	TL10	0.87			
	TL11	0.81			
	TL12	0.84			
	Intellectual Stimulation		0.88	0.89	0.67
	TL13	0.74			
	TL14	0.83			
	TL15	0.84			
	TL16	0.88			
	Individual Consideration		0.89	0.91	0.71
	TL17	0.81			
	TL18	0.76			
	TL19	0.91			
	TL20	0.88			
Supervisor-triggered positive affect (Model fit statistics: Chi-square = 130.188; Degrees of freedom = 20; CFI = 0.93;TLI = 0.91; IFI = 0.93;RMR = 0.04*)*			0.94	0.94	0.69
	SPA1	0.79			
	SPA2	0.92			
	SPA3	0.88			
	SPA4	0.81			
	SPA5	0.83			
	SPA6	0.79			
	SPA7	0.82			
	SPA8	0.84			
Perceived supervisor support (Model fit statistics: Chi-square = 0; Degrees of freedom = 0; $p < 0.001$; CFI = 1; IFI = 1;RMR = 0.00*)*			0.85	0.90	0.75
	PSS1	0.87			
	PSS2	0.85			
	PSS3	0.88			
Newcomer performance (Model fit statistics: Chi-square = 0; Degrees of freedom = 0; $p < .001$; CFI = 1; IFI = 1;RMR = 0.00*)*		.	0.87	0.87	0.69
	NP1	0.80			
	NP2	0.77			
	NP3	0.93			
Motivation to continue working (Model fit statistics: Chi-square = 16.178.; Degrees of freedom = 2; $p < 0.001$; CFI = 0.98; TLI = 0.95; IFI = 0.91;RMR = 0.02*)*			0.94	0.94	0.79
	MCW1	0.86			
	MCW2	0.92			
	MCW3	0.91			
	MCW4	0.87			

performance ($\beta = 0.35$, $p < 0.01$) and motivation to continue working ($\beta = 0.32$, $p < 0.01$). Finally, perceived supervisor support was positively associated with newcomer performance ($\beta = 0.34$, $p < 0.01$) and motivation to continue working ($\beta = 0.39$, $p < 0.01$).

4.2. Measure model analysis

Confirmatory factor analysis (CFA) was used to confirm the model fit of the research constructs and confirm the validity and discriminant validity (see Table 2). We adapted Anderson and Gerbing (1988) suggestions to analyze our research data through a two-stage procedure. For multi-factor constructs, transformational leadership was confirmed to have four dimensions (Chi-square = 885.97; Degrees of freedom = 164; $p < .001$; CFI = 0.83; TLI = 0.81; ILI = 0.83; RMR = 0.13) We used these dimensions as the measured indicators following the analytic procedure by decreasing measured items into separate dimensions (Fornell & Larcker, 1981). Newcomers' supervisor-triggered positive affect entailed a one-order factor with eight indicators (Chi-square = 130.188; Degrees of freedom = 20; CFI = 0.93;TLI = 0.91; IFI = 0.93; RMR = 0.04), whereas perceived supervisor support comprised a one-order factor with three items (Chi-square = 0; Degrees of freedom = 0; $p < .001$; CFI = 1; IFI = 1;RMR = 0.00). Finally, we described newcomer performance as a one-order factor with three indicators (Chi-square = 0.; Degrees of freedom = 0; $p < .001$; CFI = 1;IFI = 1; RMR = 0.00), whereas motivation to continue working comprised a one-order factor with four

items (Chi-square = 16.178.; Degrees of freedom = 2; $p < .001$; CFI = 0.98; TLI = 0.95; IFI = 0.91; RMR = 0.02).

To further analyze the validity and discriminant validity of the constructs used in the study, composite reliabilities (CR) and the average variance-extracted (AVE) were evaluated to determine whether they satisfied the significant statistic standard. The CR of the constructs must exceed 0.8 and the average variance-extracted (AVE) estimates must exceed 0.6, indicating that the measured scale displayed adequate internal consistency (Nunnally, 1978). Finally, the results of CR and AVE indicated that transformational leadership, newcomers' supervisor-triggered positive affect, perceived supervisor support, newcomer performance and motivation to continue working, ranged from 0.82 to 0.87 and from 0.63 to 0.72, respectively. Table 3 shows the model comparison results. As can be seen, the five-factor model (baseline model) displayed better fit than any other models (Chi-square = 436.37.;.χ^2/df=.2.19; $p < .001$; CFI = 0.95; TLI = 0.94; IFI = 0.95; RMR = 0.41)

4.3. Hypotheses testing

The study adopted SEM to analyze our data and confirm the research hypotheses. The proposed model revealed that absolute and incremental fit indices are satisfactory and at the accepted level of 0.90. Table 4 presents the results of the SEM analyses. As seen in Model 1, transformational leadership was positively related to newcomers' supervisor-triggered positive affect ($\beta = 0.36$, $p < .01$), thereby supporting H1. Model 2 indicated that transformational leadership was positively related to perceived supervisor support ($\beta = 0.51$, $p < .01$), thus lending support to H2. According to Model 3, newcomers' supervisor-triggered positive affect had a positive effect on newcomer performance ($\beta = 0.38$, $p < .01$) and motivation to continue working ($\beta = 0.35$, $p < .01$), thus supporting H3 and H4. Model 4 revealed that perceived supervisor support had a highly significant positive effect on newcomer performance ($\beta = 0.39$, $p < .01$) and motivation to continue working ($\beta = 0.43$, $p < .01$); therefore, both H5 and H6 were supported. These results indicated that both newcomers' supervisor-triggered positive affect and perceived supervisor support can lead to better newcomer outcomes. H7 and H8 predicted that both newcomers' supervisor-triggered positive affect and perceived supervisor support can mediate the relationship between transformational leadership and newcomer outcomes.

Model 5 revealed that the direct impacts of transformational leadership behaviors on newcomer performance and motivation to continue working were 0.32 ($p < .01$) and 0.28. ($p < .01$), respectively. As seen in Model 6, when newcomers' supervisor-triggered positive affect was included as mediator, the direct impacts of transformational leadership on newcomer performance and motivation to continue working decreased from 0.32 to 0.18 ($p < .0$) and from 0.27 to 0.15 ($p < .01$), respectively, thereby satisfying the requirement of the Baron and Kenny (1986) analysis principle, thereby supporting H7. Meanwhile, as seen in Model 7, when perceived supervisor support was included as another mediator, the direct impacts of transformational leadership on newcomer performance and motivation to continue working decreased from 0.32 to 0.11 ($p > .05$) and from 0.28 to 0.08 ($p > .05$), respectively, thereby supporting H8. Model 8 is a full mediation model wherein both newcomers' supervisor-triggered positive affect and perceived supervisor support fully mediated the relationship between transformational leadership and newcomer outcomes. Finally, as shown in Model 9, the direct impacts of transformational leadership on newcomer performance and motivation to continue working decreased from 0.32 to 0.03 ($p > .05$) and from 0.28 to 0.07 ($p > .05$), respectively, with newcomers' supervisor-triggered positive affect and perceived supervisor support serving as mediators. Thus, H7 and H8 were supported. Fig. 2 depicts the paths of partial mediation model for model 9 and further reveals the results of structural equation modeling for hypothesized model. (Chi-

Table 3
Comparison of measurement models.

Model	Factors	χ^2	χ^2/df	$\triangle\chi^2$	CFI	TFL	IFI	RMR
Null model		5159.83	22.33		–	–	–	–
Five factor (Baseline model)	Transformational leadership, supervisor-triggered positive affect, perceived supervisor support, and newcomer performance, and motivation to continue working	436.37	2.19		0.95	0.94	0.95	0.41
Four factor	Perceived supervisor support and motivation to continue working were combined into one factor	967.3	4.77	530.93***	0.84	0.82	0.84	0.13
Three factor	Transformational leadership, supervisor-triggered positive affect and perceived supervisor support were combined into one factor	1807.79	8.78	1371.42***	0.68	0.64	0.67	0.19
Two factor	Supervisor-triggered positive affect perceived supervisor support, and newcomer adaption performance, and motivation to continue working were combined into one factor	2361.06	11.35	1924.69***	0.56	0.52	0.57	0.27
One factor	Transformational leadership, supervisor-triggered positive affect, perceived supervisor support, and newcomer adaption performance, motivation to continue working were combined into one factor	3138.90	15.02	2702.53***	0.41	0.34	0.40	0.29

*** $P < 0.001$.

Table 4
Path coefficients for structural equation models.

Model	χ^2	χ^2/df	CFI	TLI	RMR	TL → SPA	TL → PSS	SPA → NP	SPA → MCW	PPS → NP	PPS → MCW	TL → NP	TL → MCW
Model1:Transformational leadership (TL) to supervisor-triggered positive affect (SPA)	182.99	3.45	0.95	0.94	0.36	0.36**							
Model2:Transformational leadership (TL) to perceived supervisor support (PSS)	37.83	2.91	0.98	0.97	0.25		0.51**						
Model 3:Supervisor-triggered positive affect (SPA) to newcomer performance (NP) and motivation to continue working (MCW)	567.12	6.44	0.86	0.85	0.27			0.38**(H3)	0.35**(H4)				
Model 4:Perceived supervisor support(PSS) to newcomer performance(NP) and motivation to continue working (MCW)	567.12	6.44	0.86	0.85	0.27					0.39**(H5)	0.43** (H6)		
Model5:Transformational leadership (TL) to newcomer performance (NP) and motivation to continue working (MCW)	447.68	10.65	0.84	0.79	0.34							0.32**	0.28**
Model6: TL to SPA + TL to NP and MCW + SPA to NP and MCW	646.17	4.39	0.88	0.86	0.21	0.36**		0.15*	0.17*			0.18*(H7a)	0.15*(H7b)
Model7: TL to PSS + TL to NP and MCW + PSS to NP and MCW	457.01	6.34	0.88	0.87	0.27		0.51**			0.35**	0.39**	0.11(H8a)	0.08 (H8b)
Model8: TL to SPA and PSS + SPA to NP and MCW + PSS to NP and MCW	721.79	3.55	0.89	0.89	0.18	0.36**	0.52**	0.28**	0.25**	0.32**	0.35**		
Model9: TL to SPA and PSS + SPA to NP and MCW + PSS to NP and MCW + TL to NP and MCW	721.64	3.59	0.90	0.90	0.17	0.36**	0.52**	0.27**	0.24**	0.31**	0.35**	0.03	0.07

* $P < .05$.
** $P < .01$.

square = 721.64, χ2/df = 3.59, CFI = 0.90, TFI = 0.90, RMR = 0.17).

Next, the Sobel test results also indicated that the supervisor-triggered positive affect had mediating effects on the relationships between transformational leadership and motivation to continue working and that between transformational leadership and newcomer performance. Moreover, the Sobel test results also revealed that perceived supervisor support had mediating effects on the relationship between transformational leadership and both motivation to continue working and newcomer performance. These results satisfy the requirement and standard, which states that the z value should be above 1.96 (Karatepe & Kilic, 2007; MacKinnon, Lockwood, Hoffman, West, & Sheets, 2002; Preacher & Hayes, 2004). Finally, bootstrapping analysis was used to estimate the 95% bias-corrected CI for hypothesized mediation relationships by using 2000 bootstrapped samples (MacKinnon et al., 2002). All these indicated that the 95% CI did not include zero. The bootstrapping analysis results further revealed that supervisor-triggered positive affect and perceived supervisor support had mediating effects on both newcomer performance and motivation to continue working. Based on the above arguments, H7 and H8 are further supported.

5. Discussion

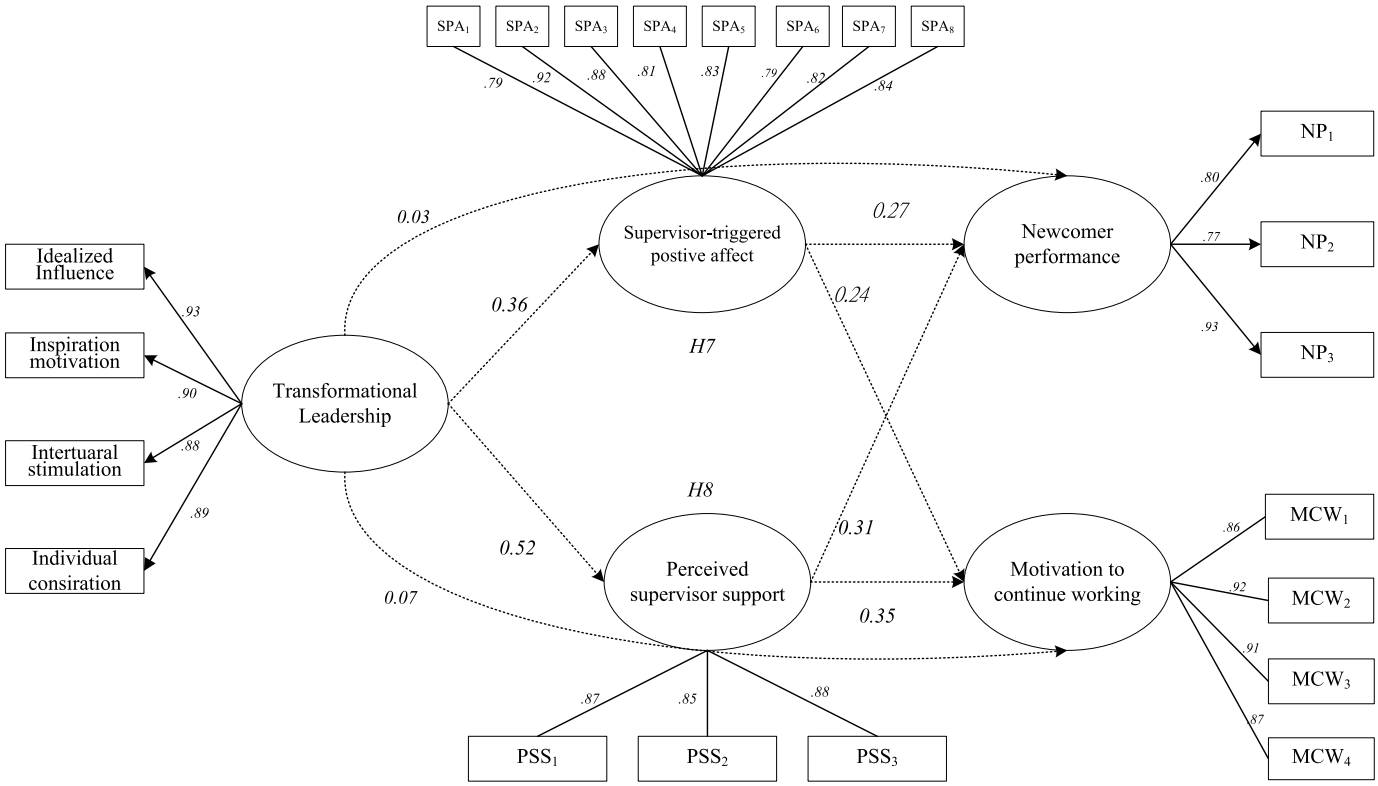
5.1. Conclusion

Using data collected from 234 hotel newcomers and their supervisors from 63 tourist hotels in Taiwan, we explicated the causal relationships between transformational leadership, newcomers' supervisor-triggered positive affect, perceived supervisor support, newcomer performance, and motivation to continue to work. We proposed an integrated model to depict how transformational leadership influences newcomers' supervisor-triggered positive affect and perceived supervisor support, which in turn, can lead to better newcomer performance and increased motivation to continue working in the organization. There exist four conclusions as follows: First, transformational leadership is positively associated with supervisor-triggered positive affect and perceived supervisor support. Secondly, supervisor-triggered positive affect positively influences newcomer performance and motivation to continue working. Thirdly, perceived supervisor support positively influences newcomer performance and retention at the present hotel organization. Fourth, supervisor-triggered positive affect and perceived supervisor support mediate the relationship between transformational leadership and newcomer performance, and retention at hotels.

The present results reveal meaningful findings for the tourism management field. Fig. 2 shows a significant association between construct responses to the hypotheses proposed in this study. Transformational leadership was associated with supervisor-triggered positive affect ($\beta = 0.36$, $p < .01$) and perceived supervisor support ($\beta = 0.52$, $p < .01$). These results are consistent with prior studies' findings (Patiar & Wang, 2016; Zhang et al., 2014), which confirm that transformational leadership as a key factor that affects newcomers' positive affect and perceived supervisor support. More specifically, our research found that transformational leadership has a stronger impact on perceived supervisor support than supervisor-triggered positive affect, which implies that when hotel supervisors exhibit transformational leadership behaviors to hotel staffs, they can be first perceived to offer the kindest support and assistance in a short time. In contrast, although transformational leadership also has significant impact on followers' positive affect, a longer time may be needed to facilitate social interactions between newcomers and their hotel supervisors, and to further trigger hotel staffs' positive affect. Besides, the results of Fig. 2 also reveal that supervisor-triggered positive affect influences newcomer performance ($\beta = 0.27$, $p < .01$) and motivation to continuing work ($\beta = 0.24$, $p < .01$). It is noted that hotel staffs who reveal higher positive affect tend to exhibit better performance and are willing to maintain a stronger relationship with the present hotel organizations. Perceived supervisor support has also been found to significantly

Hypothesis 7: Mediating effect of supervisor-trigger postive affect
Transformational leadership → supervisor-trigger positive affect → newcomer performance and motivation to continue working.

Sobel test (TL to SPA to NP): z = 3.68
Sobel test (TL to SPA to MW): z =3.05
Bias-corrected 95% bootstrapping CI (TL to SPA to NP):0.112 . (LL)0.086 ; . (UL)0.195
Bias-corrected 95% bootstrapping CI (TL to SPA to MW):0.108 . (LL)0.053 ; . (UL)0.189



Hypothesis 8: Mediating effect of perceived supervisor support
Transformational leadership → perceived supervisor support→ (a)newcomer performance and (B)motivation to continue working.

Sobel test (TL to PSS to NP): z = 3.49
Sobel test (TL to PSS to MW): z = 3.90
Bias-corrected 95% bootstrapping CI (TL to PSS to NP):0.181 . (LL)0.104 ; . (UL)0.287
Bias-corrected 95% bootstrapping CI (TL to PPS to MW):0.199 . (LL)0.124 ; . (UL)0.299

Model fit statistics:
$\chi^2 = 721.64$, $\chi^2/df = 3.59$, CFI = .90, TFI = .90, RMR = .17

Fig. 2. Structural equation modeling result for hypothesized model.

influence newcomer performance (β = 0.31, $p < .01$) and motivation to continue working (β = 0.35, $p < .01$), which is consistent with prior research findings (Park & Jang, 2017). Hotel staffs who perceive higher supervisor support are willing to reciprocate through their efforts in the hotel organization and in turn exhibit better performance and longer stay at the present organization.

The supervisor-triggered positive affect mediation mechanism is also supported by the data analysis results from Fig. 2 (β = 0.10; for the indirect impact of transformational leadership on newcomer performance via supervisor-triggered positive affect, $p < .01$; β = 0.09; for the indirect impact of transformational leadership on newcomers' motivation to continue working via supervisor-triggered positive affect, $p < .01$). Transformational leadership will trigger hotel newcomers' positive affect, and so affective responses further strengthen newcomers' performance and motivation to continuing work. The findings imply that when a supervisor exhibits greater transformational leadership, a greater positive affect would be triggered, and the more likely it is that hotel newcomers would exhibit higher performance and motivation to continue working in the present organizations. Such findings confirm that transformational skills are useful in predicting newcomer outcomes in terms of performance and the motivation to stay in an organization, and are also consistent with previous studies regarding the effects of supervisor-triggered positive affect on followers' attitudes and behaviors (Lam & Chen, 2012; Lee & Ok, 2014) The perceived supervisor support mediation mechanism is also supported by the data analysis results of Fig. 2 (β = 0.161: for the indirect impact of transformational leadership on newcomer performance via perceived supervisor support, $p < .01$; β = 0.182; for the indirect impact of transformational leadership on newcomers' motivation to continuing work via perceived supervisor support, $p < .01$) Transformational

leadership significantly enhances perceived supervisor support that induces stronger performance and higher willingness to stat in an organization. These findings imply that newcomers who perceive stronger transformational leadership tend to exhibit stronger perceived supervisor support that can improve performance and facilitate higher motivation to stay in an organization. Perceived supervisor support is thus an important mediator on the association between transformational leadership and newcomer outcomes. These findings are also consistent with prior researches about the impacts of perceived supervisor support on employee outcomes and motivation to stay in an organization (Perrot et al., 2014).

The present study contributes to the tourism literature in following ways. First, this study examines the positive effect of a hotel supervisor's transformational leadership on newcomer performance and motivation to continue working in the hotel organization. While the issue of enabling newcomers to quickly adapt and contribute to hotel organizations in the early stage is a critical issue for hotels, the findings of this study may also contribute to the tourism literature and leadership theory explanation by demonstrating how hotels can help their newcomers adjust quickly and exhibit greater intention to continue working in the present organization. Second, after examining newcomers' supervisor-triggered positive affect, we find that newcomers who enter an organization with positive emotions are likely to display better performance effectiveness and increased willingness to stay in the present organization. This finding may contribute to the tourism literature by identifying the effective methods to motivate newcomers' positive emotions, which will allow them to exhibit better performance. Third, perceived supervisor support is confirmed as the mediator between transformational leadership and newcomer outcomes. This finding indicates that strengthening newcomers' perceived supervisor support through effective leadership behaviors is a necessary strategy that should be adopted by hotel organizations. Based on such a perspective, the study also contributes to the tourism literature by demonstrating how hotels can enhance newcomers' perceived supervisor support from the transformational leadership perspective. Finally, this study adopts emotion as feedback system theory (Baumeister et al., 2007) and social exchange theory (Cropanzano & Mitchell, 2005) as theoretical bases for describing the causal relationship among transformational leadership, newcomers' supervisor-triggered affect, perceived supervisor support, newcomer performance, and motivation to continue working in the present organization. Hence, the current study enriches the tourism literature by proposing an integrated approach to educating hotel managers on how to enhance newcomer performance and increase their willingness to continue working in the hotel organization.

5.2. Research implications

This study exists following implication for theories. First, tourism literature has pointed out that hotel managers should pay more attention to the critical effects of hotel newcomer. In the hotel service context, the turnover rate of hotel newcomers is usually high, increasing the recruitment cost for the hotel human resource management. Since hotel newcomers fail to perform well, they tend to leave a hotel organization. Such a situation will lead to higher re-recruitment and retraining costs for hotel HR department. At same time, it also decreased the competiveness of the hotel organizations. In response to the above argument, this study investigated the hotel newcomer behaviors and found that transformational leadership can positively affect hotel newcomer outcomes. While prior tourism literature pays less attention to the possible antecedents of hotel newcomers outcomes, this study is the first investigation to explore the hotel newcomers' outcomes and behaviors. Although hotel employees were associated with the success and failure of hotel organizations' customer service and performance, hotel managers should pay attention to the hotel newcomers and understand the key antecedents and intermediate elements that affect their behaviors and outcomes. This study found that transformational leadership can induce a positive effect in hotel newcomers and result in a higher perception of organizational support, finally leading to better newcomer outcomes. This study may contribute to transformational leadership theory and tourism management literature and help hotel researchers have a higher understanding of how to motivate hotel newcomers for them to exhibit better performance.

Secondly, prior tourism studies have found that transformational leadership positively influences employee outcomes (Wang et al., 2005). For instance, Mittal and Dhar (2016) surveyed 250 hotel employees and showed that green transformational leadership produces significant and positive effect on green organizational identity that promotes higher green creativity for hotel organizations. Wang, Tsai, and Tsai (2014) used data from 395 hotel staffs from international tourist hotels in Taiwan and found that transformational leadership skills among hotel supervisors can induce creative self-efficacy and lead to superior hotel employee creativity. Extending from prior studies' findings that transformational leadership can positively affect hotel outcomes, this present study further argued that transformational leadership can have significant effect on hotel newcomers, helping them exhibit stronger positive affect and to feel stronger supervisor support at the hotels, which may contribute to transformational leadership theory and add to existing hotel studies.

Thirdly, this study suggests that enhancing hotel newcomers' outcomes in the hotel setting requires managerial tools that develop employees' positive affect and foster their perception of perceived supervisor support. In this perspective, transformational leadership is found to be a critical leadership style for hotel organizations, given its crucial impacts on newcomer performance and retention in the present hotel. Hotel newcomers who experience transformational leadership are likely to exhibit positive affect to their supervisor and reveal higher degrees of perceived of supervisor support. The findings of our research are consistent with those of prior studies that found that hotel leadership styles have key impacts on hotel staffs' outcomes (Elbaz & Haddoud, 2017; Huertas, Gallego, & Llorens, 2019; Ling, Lin, & Wu, 2016; Mittal & Dhar, 2016; Wang et al., 2014). Huertas et al. (2019) surveyed hospitality workers and found that empowering and paradoxical leadership styles reveal positive relationship to psychological empowerment and engagement. Elbaz and Haddoud (2017) collected data from 505 travel agents operating in Egypt and showed that the development of wisdom in leadership has positive effects on employee satisfaction and team performance. Ling et al. (2016) investigated 325 hotel staffs from 9 star-level hotels in China and noted that servant leadership has a trickle-down effect on hotel frontline employees' service behaviors and performance. These studies in hotels found that different leadership styles influence hotel staffs' performance and behaviors. Our research findings further advance leadership style studies in the hotel industry and further claim that transformational leadership can lead to higher hotel newcomers' performance and intentions through the mediating role of supervisor-triggered positive affect and perceived supervisor support. While hotel organizations fail to respond well to their newcomers on their adjustment, training, and management, this study noted that transformational leadership may be an effective way to motivate frontline newcomers.

Fourthly, many prior studies pay attention to hotel employees' outcomes and make meaningful contributions to tourism and hospitality organizations (Jung & Yoon, 2018; Karatepe & Sokmen, 2006; Lu, Capezio, Restubog, Garcia, & Wang, 2016). Karatepe and Olugbade (2016) investigated 723 hotel workers of three-, four-, and five star hotels in Turkey and found that role stressors and family-work conflicts decrease employees' satisfaction and performance. Lu et al. (2016) collected data from 199 hotel employees in the Philippines and claimed that organizational identity plays a mediating role between relational psychological contracts and service-oriented behavior. Jung and Yoon (2018) examined 383 hotel employees at deluxe hotels in South Korea and proposed that employees' engagement mediated the relationship

between conflict management and hotel workers' innovative behaviors. In line with the above studies' arguments that hotel employees are the key human resource of hotel organizations in the tourism field, researchers should continue their efforts to explore other crucial antecedents and intermediate elements that chance hotel employees' behaviors and effectiveness in the hotel setting. This study investigated 263 hotel employees who were newcomers during the period of the study, and further found that supervisor-triggered positive affect and perceived supervisor support mediated the positive relationship between hotel transformational leadership and newcomer performance and the intention to continue working. To date, however, few studies in the hospitality and tourism industries have investigated hotel newcomers. The information provided by this study therefore, is valuable for tourism and organizations. If a tourism organization can assist their hotel newcomers to adjust and perform well during the early stages, it can not only reduce the turnover rate for hotel newcomers, but also promote the chance for newcomers to exhibit better service quality and performance to hotel clients.

Fifth, this study is also the first survey to use emotion theory as a feedback system to introduce how supervisor-triggered positive affect mediates the relationship between transformational leadership and newcomer outcomes in the hotel setting. Prior research argued that individuals who exhibit positive affect in the workplace tend to exhibit better communication with others, resulting in better work effectiveness. This study is the first investigation that uses emotion as a feedback system theory to examine the causal relationship between leadership and newcomer outcomes in the hotel context, which advance affect theory research and tourism management literature.

The study also uses social exchange theory to examine the mediating role of perceived of organizational support in the relationship between transformational leadership and newcomer outcomes, which has been formerly ignored and rarely mentioned in the hotel management setting. Nunkoo and Ramkissoon (2012) used the social exchange theory to examine the critical antecedents to the residents' support for tourism development and noted that the social exchange theory is an effective perspective for exploring the reciprocating actions and behaviors of individuals in the tourism setting. Consistent with the perspective shared by Nunkoo and Ramkissoon (2012), that noted that individuals tend to reciprocate to others when they feel respected and trusted by each other; this study uses the social exchange theory to explore how transformational leadership influences newcomers' higher degree of perceived supervisor support that leads to beneficial outcomes.

Tourism scholars have also paid attention to examining important factors that mediate independent and dependent variables in the tourism context (Dedeoglu, 2019). For example, Ramkissoon and Mavondo (2015) examined the causal relationship between visitors' place satisfaction and place attachment, and found that pro-environmental behavior intention plays a mediating role to link visitors' place satisfaction to place dependence, place identity, place affect, and place social bonding. A response to the argument by Ramkissoon and Mavondo (2015) is that tourism scholars should continue to explore the potential mediation mechanism that affects individuals' behaviors in the tourism setting; this study contributes to tourism literature through exploring supervisor-triggered positive affect and perceived supervisor support simultaneously to explain the mediation in the relationship between hotel transformational leadership and newcomer outcomes in the hotel context.

5.3. Managerial implications

This study has several managerial implications and recommendations. First, newcomers under transformational leadership may display higher positive affect and reveal higher degree of perceived supervisor support than others who do not experience such a leadership. These two factors (greater positive affect and degree of perceived supervisor support) can lead to improved newcomer performance and enhanced motivation to continue working in the present organization.

Second, for hotels, they should adopt adequate leadership training courses for their supervisors, such as training their communication skills to interact with hotel newcomers and teaching them how to become mentors/instructor for newcomers. Hotel supervisors are also advised to exhibit adequate leadership skills to motivate their hotel newcomers and make them exhibit positive affect for the hospitality organization. These hotel newcomers are often unfamiliar with their present work roles and requirements, such as the detailed routine work procedure or hotel standard and expectation for serving the clients. Thus, the hotel supervisor, as a representative of the hotel organization, should actively understand their newcomers' work demands and work-related problems to provide them with adequate assistance needed to help them improve their performance. Such a practice from the hotel supervisors may help newcomers feel more confident in overcoming their present work problems and increase their familiarity with their present work environment. With a gradually improving adaptation to the new hotel service environment, newcomers are likely to become more involved and socialized within their hotel organization, to better understand their work roles and service process for clients, and to develop higher positive affect and a sense of belonging within their organization. These beneficial consequences, in turn, help improve their service performance and decrease the possibility that they would leave the organization in the early stage.

Hotel managers should organize specific workshops for hotel newcomers to teach their hotel staffs to understand their work-related problems at an early stage. By a series of newcomers' workshops and courses, hotel newcomers can reflect on work-related problems and difficulties at an early stage. During workshops, hotel organizations' managers can listen to the newcomers' opinions and problems, and adopt adequate ways to help them, which may motivate these newcomers to perceive higher support from their present hotel organizations and to help them perform better.

Finally, hotel HR departments should provide necessary assistance and training to enable these newcomers to quickly socialize within the hotel organization and to understand their work roles in their new work environment. Hotel organizations should be devoted to enhancing their efforts to build a supportive work environment for hotel newcomers and to adopt a series of human resource practices and techniques. Hotel HR department should also design adequate recruitment ways to recruit hotel supervisors who have the potential to exhibit transformational leadership skills, such as willingness to share the hotel vision and goal to newcomers and coach newcomers to overcome their challenges. Besides, Hotel HR departments should also recruit candidates who are likely to exhibit positive affect to the hotel organization, through methods such as using personality questionnaires or face to face interviews to observe the possible potential traits of newcomers.

5.4. Limitation and future research directions

Although the present study presents some valuable findings for theoretical and practical implication, there are some limitations and future research directions that still need to be clarified. First, although transformational leadership has been examined in the present study as a crucial element that affects hotel newcomers, other leadership methods should also be discussed based on their effects on newcomer behaviors, such servant leadership. Future research can examine whether hotel supervisors'servant leadership has significant effect on hotel newcomers' outcomes. Secondly, future research can further expand our findings from other affect or emotional perspectives. For instance, Alola, Olugbade, Avci, and Ozturen (2019) investigated 328 employees of 4 and 5 hotel organizations, and found that emotional exhaustion increases the turnover intention and decreases hotel staffs' job satisfaction. Future studies can examine the possible influence of emotional exhaustion on newcomer outcomes and explore how to avoid the

occurrence of newcomer emotional exhaustion. Thirdly, future studies should focus on the possible moderators to the causal relationship between transformational leadership and newcomers' supervisor-triggered positive affect and perceived supervisor support. For instance, newcomers who display higher leader-member exchange (LMX) may display stronger positive affect and have greater perceived support from their hotel supervisors. Fourth, future studies should also focus on the effects of human resource management systems on newcomers, such as the provision of a HR system that ensures high-quality work performance. In the hospitality and tourism context, if a hotel organization can design and assign adequate human resource training for their newcomers in their early stage, newcomers can be inspired to display a positive affect or have greater perceived supervisor support in their workplace. The hotels' human resource systems may vary due to different scales and designs or be customized human resource systems. For instance, tourism literature has found that high performance work systems are positively associated with hotel staffs' performance and behaviors, future studies can examine whether high performance work system play a moderating role to the causal relationship of our research model. Fifth, we obtained the data from Taiwan tourist hotels, which may limit the generalizability of our research results. Thus, whether our research model can be generalized to other specific cultural contexts should be examined. Future research should use our research model in different countries and regions to broaden our research results. Sixth, the present study investigates hotel newcomers of 4 and 5-star hotel organizations, future research can explore other specific tourism organizations, such as small and medium hotels and restaurants, and compare the results from different types and scales of hotel organizations. Seventh, tourism literature argued that questionnaires survey methods may lead to different research findings that should be considered as a limitation. Future studies should consider newcomer interview methods such as interviewing newcomers and their hotel supervisors, as another way to collect data from newcomers. Finally, although the study collected data from different periods, a hotel newcomers' tenure is limited to < 6 months to avoid retrospect bias. Future research can examine these hotel newcomers in a longitudinal study, in which they can observe whether the existing newcomer affect, perception, and behaviors change over a longer period of time.

Author contribution

Tso-Jen Chen proposed a research initiation and topic through an in-depth understanding of hotel management practices and management trends. Especially, recently, he devoted main effort to the article title in discussions and understanding. He also collected relevant literature with regard to transformational leadership, supervisor-triggered positive affect, perceived supervisor support, newcomer performance and motivation to continue working. In addition, he planned the sampling procedure and further conducted structural equation modeling to examine hypotheses in the study. Based on the analysis results, he put conclusion and forward theoretical and practical implication.

Chi-Min Wu contributed a lot of constructive suggestions in the process of developing the research topic. In sampling procedure, before collecting data, he provided assistance in explaining the instructions when the questionnaire was administered. In addition, he rigorously repeated the correctness of the data and participated in the discussion of the analysis results and provided further comments. Finally, he completed the submission process and subsequent links to the journal-Tourism Management Perspectives.

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Appendix A. Constructs and items

A.1. Transformational leadership

A.1.1. Idealized influence

Supervisor talks about his/her most important values and beliefs.

Supervisor specifies the importance of having a strong sense of purpose.

Supervisor considers the moral and ethical consequences of decisions.

Supervisor emphasizes the importance of having a collective sense of mission.

Supervisor instills pride in me for being associated with him/her.

Supervisor goes beyond self-interest for the good of the group.

Supervisor acts in ways that builds my respect.

Supervisor displays a sense of power and confidence

A.1.2. Inspirational motivation

Supervisor talks optimistically about the future.

Supervisor talks enthusiastically about what needs to be accomplished.

Supervisor articulates a compelling vision of the future.

Supervisor expresses confidence that goals will be achieved

A.1.3. Intellectual stimulation

Supervisor re-examines critical assumptions to question.

Supervisor seeks differing perspectives when solving problems.

Supervisor gets me to look at problems from many different angles.

Supervisor suggests new ways of looking at how to complete assignments

A.1.4. Individual consideration

Supervisor spends time teaching and coaching.

Supervisor can treats me as an individual rather than just as a member of a group.

Supervisor considers me as having different needs from others.

Supervisor helps me to develop my strengths

A.2. Supervisor-triggered positive affect

Whenever I meet my supervisor, I feel happy.

I feel glad when I interact with my supervisor.

I feel delighted when I am around my supervisor.

I feel enthusiastic after talking with my supervisor.

It's always a pleasure to interact with my supervisor.

I have pleasant memories about my supervisor.

My supervisor brings joy to me by his/her behaviors.

Thoughts and memories about my supervisor make me smile

A.3. Perceived supervisor support

My supervisor or manager keeps me informed of the things I need to know to do my job well.

My supervisor or manager recognizes when I do a good job.

My supervisor or manager is supportive when I have a work problem.

A.4. Newcomer performance

This newcomer fulfills the responsibilities specified in his/her job description.

This newcomer performs the tasks that are expected as part of the job.

This newcomer meets performance expectations

A.5. Motivation to continuing work

Barring unforeseen circumstances, I would remain working in my organization as long as possible.

I expect to continue to work in my organization as long as possible.

If I were completely free to choose, I would prefer to continue working in my organization.

I am highly motivated to continue working in my organization.

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Tso-Jen Chen is Associate Professor and Chairman of Department of Business Administration at Tainan University of Technology, Taiwan. His current research interests include hotel frontline staff's behaviors, leadership theory, human resource management, and service performance. He has authored or coauthored papers in *Tourism Management Perspectives*, *International Journal of Contemporary Hospitality Management, International Journal of Hospitality Management, Journal of Travel & Tourism Marketing, International Journal of Human Resource Management, and other journals.*

Chi-Min Wu is Associate Professor and Chairman of Department of Recreation and Health-Care Management at Chia Nan University of Pharmacy & Science, Taiwan. His current research interests include hotel frontline staff's psychology and behavior, leadership theory, organizational learning, and service performance. He has authored or coauthored papers in *Tourism Management Perspectives, International Journal of Hospitality Management, International Journal of Contemporary Hospitality Management, International Business Review, Journal of Knowledge Management, and other journals.*