Invigorating employee commitment: Examining the mediating role of organizational culture and psychological empowerment

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Abstract

Aim: This study aimed to examine organizational commitment in the tourism industry, especially after the COVID-19 pandemic and explored the influence of transformational leadership, organizational culture, psychological empowerment, and organizational commitment. The authors also tested and explained the role of organizational culture and psychological empowerment as mediating variables.

Methodology: A quantitative approach was used, with 284 questionnaires obtained from 74 tourism businesses in Bali, Indonesia. The data were analysed using the Smart PLS 3.0 app.

Results: The results showed that transformational leadership has no significant effect on employee commitment. Organizational culture and psychological empowerment mediate the relationships between transformational leadership and employee commitment.

Implications and recommendations: The study analysed employee commitment to the tourism business during the accelerated recovery of the tourism sector. This presents challenges, namely unstable income levels and increasingly fierce competition that organizations must face, testing employee commitment.

Originality/value: The article provides the basis for increasing employee commitment. Studies regarding the post-pandemic impact of COVID-19 have been carried out comprehensively, however research focused on increasing employee commitment to the tourism business is still needed.

Keywords: transformational leadership, psychological empowerment, organizational culture, employee commitment

1. Introduction

Global market and technological advancements make the business environment even more competitive. Consequently, to survive companies must devise the right strategy to promote company performance (Arsawan et al., 2023). This situation is also experienced by the tourism sector in Bal, where following the COVID-19 pandemic, the tourism business has gradually improved judging by the level of visits (Statistics of Bali Province, 2022), yet this does not automatically change the economy's pattern and order. Nevertheless, in view of the current situation, it can be recognised that there is positive growth in the tourism sector. For this reason, the sector must be assisted by supportive policies to accelerate the recovery process. From the internal side of the organization, it is expected that the maximum contribution of employees in each activity leads to improved performance (Alotaibi et al., 2020). In this regard, a shared commitment is needed to achieve organizational goals to be able to build commitment, which requires the role of leaders acting as agents of change (Carmeli & Paulus, 2015).

Previous research pointed to transformational leadership as an essential driver of commitment (Arsawan et al., 2022a), which is inseparable from the ability of transformational leaders to provide personalised guidance (Miller & Miller, 2020). Furthermore, transformational leadership puts more emphasis on the needs of employees through support to achieve their goals than the traditional leadership approach, which stresses achieving the organization's targets (Kaur Bagga et al., 2022). Similarly, implementing transformational leadership allows employees to experience a conducive work

environment (Buil et al., 2019). The above would lead to strengthening employee commitment under transformational leadership, however the determination of transformational leadership has yet to show a consistent effect (Gong, 2010). Mañas-Rodríguez et al. (2020) reported that transformational leadership had no impact on organizational commitment, and suggested that a model be developed to explore this relationship, given that commitment describes the relationship that is built between employees and their coworkers and organizations (Kahn, 1990).

This study attempts to fill these research gaps. First, the ability of transformational leadership to increase employee commitment has been proved in several companies (Sungu et al., 2019). However, the role of transformational leadership in the tourism business has yet to be explicitly revealed as employee interaction in the tourism sector is fairly minimal due to the intensity of work and the existing hierarchy (Song et al., 2022). Second, there remains a gap in the results of previous research, where transformational leadership has not been able to increase commitment (Mañas-Rodríguez et al., 2020). These results certainly raise some questions, considering that employee commitment to their organization is determined by leaders who can consolidate employee achievement goals, to increase efficiency, productivity, and institutional effectiveness (Salvador & García, 2010). Hence, psychological empowerment and organizational culture are needed to address this relationship gap (Qing et al., 2020). Third, psychological empowerment and organizational culture have not been accurately measured in service companies such as those in the tourism sector (Mohamed et al., 2013). Moreover, organizational culture in developing countries is naturally highly heterogeneous and susceptible to being adopted by surrounding cultures (Chen et al., 2020). The organizational culture that is then formed is a custom of the surrounding community and the country as a whole. Therefore the presence of an organizational culture that is built from community habits is an important factor in encouraging employee commitment. Similarly, the process of psychological empowerment describes the fit between expectations and working conditions in the tourism business (Stander & Rothmann, 2010). From a viewpoint of business, tourism is currently a valid choice because it can meet employees' expectations in terms of income and career.

This research was conducted on the tourism business in Bali with several reasons. Firstly, Bali is a tourism destination, which naturally requires the role of human resources to support tourism activities. However, in recent years there has been a shift where tourism workers in Bali prefer to become Indonesian migrant workers (Nuraeny, 2017), hence this is an alarm bell for employee commitment, especially in Bali. Secondly, the pandemic has had a tremendous impact on tourism in Bali. Restoring the condition of the tourism business to its original state requires the role of all business players, including employees (cf. Ineson et al., 2013). One of these is by increasing employee commitment, hoping that the sector can become more productive. Thirdly, the progress of tourism is highly dependent on the crucial role of employees as the main actors in providing services, hence it is very important to identify their commitment to this business (Sungu et al., 2019).

These considerations were the basis for constructing a model to answer efforts to increase employee commitment in the tourism business. The objectives of this study were: 1) to analyse the influence of transformational leadership on organizational culture, psychological empowerment, and employee commitment, 2) to determine the role of organizational culture and psychological empowerment as mediators of the relationship between transformational leadership and employee commitment.

2. Literature review

2.1. Social exchange theory

Social exchange theory explains the process of employee exchange in organizations. This exchange is made because there is a congruence between employees' expectations and what they receive (Blau, 1964). This theory is also suitable for increasing individual commitment to the organization, which can

be built by matching expectations with the reality received. Social exchange theory can be a consideration for leaders in empowering and building organizational culture since it prioritises interaction with subordinates (Lehmann-Willenbrock et al., 2015). This is due to the leader's ability to provide support for their needs, offer guidance, ensure autonomy, and minimise bureaucracy, which can lead to a sense of comfort for employees (Kim & Beehr, 2018). (Hsieh & Wang, 2015) explained that empowerment is the variable that influences interpersonal attitudes and behaviour, and it can lead employees to positive behaviour, including increased commitment (Edú-Valsania et al., 2016). Organizational culture also impacts employee behaviour contributing to the organization (Meng & Berger, 2019). Thus, it is relevant that social exchange theory explains transformational leadership, organizational culture, psychological empowerment, and employee commitment.

2.2. Hypotheses development

Organizations must be distinct from the role of leadership in implementing operations and setting strategies. Transformational leadership capabilities in recent decades have been very widely studied by many researchers (e.g. Hussain & Khayat, 2021). In its development, transformational leadership significantly shapes commitment (Thompson et al., 2021). Creating a conducive work environment facilitates employees in achieving organizational goals (Hassi, 2019), therefore transformational leadership influences employee commitment (Saleem et al., 2019). Based on the empirical review, the first hypothesis was determined as follows:

H1: Transformational leadership is positively and significantly related to employee commitment.

Organizational culture is employees' values and beliefs. In this regard, the discussion of organizational culture cannot be separated from leadership. Previous studies discussed the relationship between transformational leadership and organizational culture (Rijal, 2016). Masood et al. (2006) reported the success of transformational leadership in changing organizational culture by influencing how employees are assigned; in particular the success is due to transformational leadership, in line with the technical situation in the workplace (Lasrado & Kassem, 2020). Therefore, it can be concluded that transformational leadership positively affects organizational culture (Al-Shibami et al., 2019). Through the literature review conducted, the second hypothesis was determined as follows:

H2: Transformational leadership is positively and significantly related to organizational culture.

The success of the organization in achieving set goals requires employee empowerment. This condition is described by social exchange theory (Blau, 1964), where leaders identify employees' expectations (Saira et al., 2020). Although empirical evidence shows that each employee has a different perception of empowerment, transformational leadership can impact the empowerment process (Edú-Valsania et al., 2016). Accordingly, psychological empowerment is one of the practical steps to change employees' positive attitudes and behaviour, whilst several studies indicated that transformational leadership has a positive impact on psychological empowerment (Shahzad et al., 2018). These findings are confirmed by (Mufti et al., 2020), who explained that psychologically empowered employees provide their best effort for their organization. From this substantive explanation, the third hypothesis was determined as follows:

H3: Transformational leadership is positively and significantly related to psychological empowerment.

Organizational culture is identified as a shared belief resulting from the interaction of individuals in an organization. These values and norms are embraced by all employees (Hogan & Coote, 2014), which consequently leads to employee commitment (Mbangeleli & Ojugbele, 2021). Other studies corroborate the relationship where organizational culture increases employee commitment to their organization (Kmieciak, 2022). Subsequent findings further reinforce the concept that organizational culture is influential in increasing commitment (Rantesalu et al., 2017). In particular, organizational culture underpins affective commitment, and it must be supported by organizational culture learning (Al-Sada et al., 2017). Based on the above, the fourth hypothesis was determined as follows:

H4: Organizational culture is positively and significantly related to employee commitment.

Studies exploring the relationship between organizational culture and psychological empowerment are considered limited cf. Schermuly et al., 2022), revealing that one of the reasons is the compatibility of measurement instruments. (Sotirofski, 2014) concluded that organizational culture conforms with hierarchical structure, however psychological empowerment is more powerfully promoted by ethnic culture, whereas (Zarandi et al., 2017) reported that organizational culture positively affects psychological empowerment. These findings were also reinforced by (Trus et al., 2019), namely that individual empowerment can be achieved if the organizational culture is firmly established, yet employee empowerment requires a supportive organizational culture (Mbangeleli & Ojugbele, 2021). The fifth hypothesis is in line with the comprehensive discussion and was determined as follows:

H5: Organizational culture is positively and significantly related to psychological empowerment.

Employee commitment to their organization can be very desirable, thus to increase employee commitment, psychological empowerment is required (Ribeiro et al., 2018). The properly performed empowerment can directly increase employee commitment (Nikpour, 2018). Furthermore, the ability to empower also deserves attention, considering that the level of trust displayed is a determining element of commitment (Mahfooz et al., 2017), and empowerment by leaders encourages affective commitment (Kim & Beehr, 2018). Following the literature review, the sixth hypothesis was determined as follows:

H6: Psychological empowerment is positively and significantly related to employee commitment.

This study explored the role of organizational culture and psychological empowerment. In the first stage, the authors explored the role of organizational culture as a mediator. Earlier studies suggested that transformational leadership positively influences organizational culture (Rijal, 2016). Similarly, organizational culture affects employee commitment (Minh-Duc & Huu-Lam, 2019), thus pointing to the potential role of organizational culture in mediating the relationship. Further research was conducted on the role of psychological empowerment as a mediator. Transformational leadership, and organizational culture have a positive relationship with psychological empowerment (Edú-Valsania et al., 2016), whilst psychological empowerment determines employee commitment (Mahfooz et al., 2017). Considering these relationships, one expects organizational culture and psychological empowerment to mediate the relationship between transformational leadership and employee commitment in line with these findings (Pradhan et al., 2017), given the research gaps described earlier (cf. Mañas-Rodríguez et al., 2020). Based on this discussion, hypotheses 7 to 10 were determined as follows:

H7: Organizational culture mediates transformational leadership and employee commitment.

H8: Psychological empowerment mediates transformational leadership and employee commitment.

H9: Organizational culture mediates transformational leadership and psychological empowerment.

H10: Psychological empowerment mediates organizational culture and employee commitment.

The relationship between transformational leadership, organizational culture, psychological empowerment, and employee commitment in the tourism business is depicted in Figure 1.
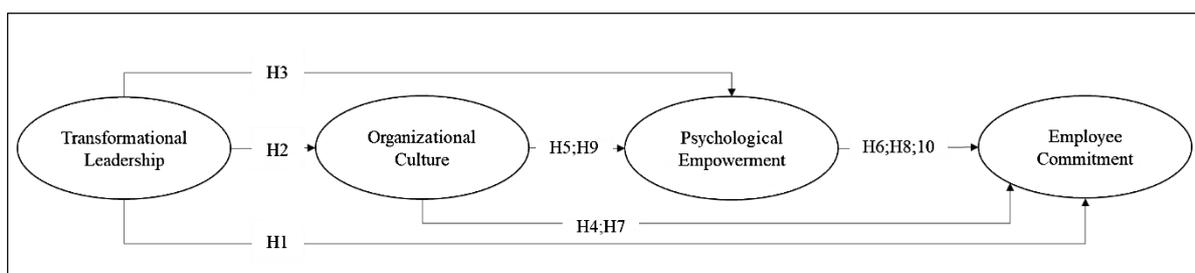

Fig. 1. Research model

Source: researchers' elaboration.

3. Methodology

3.1. Data collecting

This study was applied to accommodation companies from the tourism sector in Bali. In order to collect data, this study implemented the method of a self-assessment report in which the respondents were employees, selected to determine their loyalty, integrity, and commitment to the company. The questionnaire was designed using Google Forms, and the link was circulated to colleagues in several accommodation companies, who were then requested to recommend their coworkers or colleagues to participate in this study. This method was adopted to optimise time and cost, bearing in mind that these companies are located throughout nine districts/cities in Bali. This method was viewed as effective where recommendations from friends or colleagues encouraged the respondents to complete the questionnaire. The study was conducted for four months, from January to April 2023. The respondents were 295 employees who worked in 74 companies, comprising 43 hotels, 12 villas, and 19 resorts and spas. Out of the total number of responses collected, there were 11 incomplete questionnaires. Thus, there were only 284 questionnaires that were appropriate and usable for this study.

3.2. Survey measurement

This research questionnaire was constructed using a Likert scale of 1-5 (1 'strongly disagree' to 5 'strongly agree'). A Likert scale of more than five points was viewed as more complicated and thus poorly understood by respondents, whilst unusual answer choices can also facilitate a desire to select neutral answers. The purpose of supplying answer choices was to make it easier for respondents to answer each statement item. This study used transformational leadership, organizational culture, psychological empowerment, and employee commitment variables. In order to determine the quality of the instrument, the validity and reliability were tested by first distributing questionnaires to 30 respondents, and were then analysed with the IBM SPSS 21 program. The instrument testing obtained the following results: first, the validity test indicated that all research instruments were declared valid, which was indicated by the product-moment correlation coefficient (r) value more significant than 0.3 (r>03); second, the reliability test showed that the Cronbach alpha value was more significant than 0.6 (CA>0.6) (Hair et al., 2013). Consequently, all the instruments were declared valid and reliable, and after the instrument was declared valid and reliable, the data collection proceeded to be analysed with Smart PLS 3.

4. Results

4.1. Respondent demographics

The following information on the demographics of the respondents is presented in Table 1.

Table 1. Respondent demographics

Respondent detail (N = 284)	Frequency	%
Gender		
Male	150	52.82
Female	134	47.18
Age (in years)		
≤ 20	12	4.23
21 − 30	50	17.61
31 − 40	189	66.55
41 − 50	19	6.69
Above 50	14	4.93

Experience (in years)		
1 – 10	251	88.38
11 – 20	18	6.34
21 – 30	15	5,28
Education		
Senior High School	43	15.14
Diploma	117	41.20
Bachelor	109	38.38
Postgraduate	15	5.28

Source: authors' calculation.

4.2. Outer and inner model measurement

The analysis was initiated by conducting validity and reliability testing. The validity and reliability criteria of the model included convergent validity (Table 2), discriminant validity (Table 3), composite reliability, and Cronbach's alpha (Table 2). Validity and reliability measurements of the constructs of transformational leadership, organizational culture, psychological empowerment, and employee commitment can be found in Tables 1 and 2.

Table 2. Construction of research model feasibility

Variable	Item	OL	CA	rho_A	CR	Q² Predict	VIF's	R²	Adjusted R²
Employee Commitment (EC)	EC1	0.835	0.951	0.953	0.961	0.379	4.109	0486	0.480
	EC2	0.914							
	EC3	0.923							
	EC4	0.926							
	EC5	0.905							
	EC6	0.873							
Organizational Culture (OC)	OC1	0.794	0.899	0.904	0.923	0.623	2.514	0.944	0.944
	OC2	0.895							
	OC3	0.855							
	OC4	0.776							
	OC5	0.700							
	OC6	0.868							
Psychological Empowerment (PE)	PE1	0.833	0.897	0.898	0.921	0.324	2.294	0.514	0.511
	PE2	0.837							
	PE3	0.826							
	PE4	0.846							
	PE5	0.721							
	PE6	0.813							
Transformational Leadership (TL)	TL1	0.780	0.905	0.909	0.925		2.378	0.648	0.645
	TL2	0.875							
	TL3	0.839							
	TL4	0.750							
	TL5	0.690							
	TL6	0.855							
	TL7	0.792							
Average						0.442	2.824	0.648	0.645

Source: authors' calculation.

Table 2 demonstrates that all statement items have an outer loading value more significant than 0.6 (OL>0.6), thus it can be concluded that all these items met the convergent validity criteria. The analysis continued by assessing discriminant construct validity, performed by comparing the correlation value between constructs and the average extract root (AVE) with a cut-off more significant than 0.5 (AVE>0.5).

Table 3. AVE value and correlation between variables

Variable	AVE	EC	OC	PE	TL
Employee Commitment (EC)	0.804	0.897			
Organizational Culture (OC)	0.668	0.653	0.817		
Psychological Empowerment (PE)	0.662	0.633	0.705	0.814	
Transformational Leadership (TL)	0.639	0.646	0.972	0.716	0.799

Source: authors' calculation.

Table 3 shows that the AVE value was more significant than 0.5, therefore the research model met the discriminant validity criterion. Next the AVE root value (diagonal) was examined, where the value shown was more significant than the correlation value between latent variables. Thus, the model developed met the specified discriminant validity requirements. Lastly, the outer model was analysed by examining composite reliability and Cronbach's. Table 2 indicates that all the constructs met the composite reliability criterion more significant than 0.7 (CR>0.7), and the same value was also displayed in the Cronbach's alpha value more significant than 0.7 (CA>0.7). The variance inflation factor value was less than 5 (VIFs <5) (Sarstedt et al., 2017). The analysis value showed VIFs smaller than 5, hence the model can be declared free from multicollinearity. The validity and reliability of the constructs in the model were declared valid and reliable.

Inner model testing was performed in several stages. First, the authors evaluated the results of the R square (R^2) analysis to determine the feasibility of the research model and how the exogenous and endogenous variables were related. According to Hair et al. (2013), R^2 consisted of three categories, i.e. 0.67 (strong), 0.33 (medium), and 0.19 (weak). Based on the results of the analysis (see Table 2) illustrates that the R^2 values of all models were significant, where the values shown ranged from 0.486 to 0.944. The average value (0.648) explained that the relationship between constructs was 64.8%, and 35.2% was described by other variables not investigated in this study. The adjusted R^2 value can be further increased by incorporating other variables in future studies (Hair, et al., 2016). Secondly, an examination was performed on the quadratic predictive relevance (Q^2) value. The analysis revealed that the Q^2 predicted value was more significant than zero, then the reflective endogenous latent variable had predictive relevance (Hair, et al., 2016), hence this research framework could explain the observations. Thirdly, the goodness-of-fit (GoF) value was 0.670 (high). Following (Gentle et al., 2011), GoF included three criteria, i.e. low (0.00-0.24), medium (0.25-0.37), and high (0.38-1.00), thus it can be concluded that the model possessed high accuracy. Fourthly, the study examined the effect size (f^2), intended to predict in detail differences between the independent variable and the dependent variable (Cohen et al., 1998). Effect size had three categories, i.e. weak (0.02-0.15), moderate (0.15-0.35), and strong (more than 0.35). The analysis results revealed an f^2 value of 0.549, which implied that the model had a strong relationship pattern.

4.3. Hypotheses testing

The hypotheses formulated in this study were analysed by investigating the path coefficients. The estimated path coefficients of each relationship are shown in Figure 2 and Table 4.

The results of the analysis indicated that transformational leadership affected employee commitment (β = 0.013, t = 0.074 and p = 0.471), organizational culture (β = 0.972, t = 88.316 and p = 0.000), and psychological empowerment (β = 0.559, t = 3.324 and p = 0.000). Thus, hypothesis 1 was not supported, while hypotheses 2 and 3 were supported. Organizational culture affected employee commitment (β = 0.398, t = 2.194 and p = 0.014) and psychological empowerment (β = 0.162, t = 0.937 and p = 0.175). Hence, hypothesis 4 was supported, whereas hypothesis 5 was not. Psychological empowerment affected employee commitment (β = 0.343, t = 4.604, and p = 0.000), therefore hypothesis 6 was

supported. Further analyses were conducted to investigate the structural model equation's indirect influence (mediation) mechanism. The study proposed four mediation paths, with the mediating variables being organizational culture and psychological empowerment. Organizational culture partially mediated the relationship between transformational leadership and employee commitment (β = 0.387, t = 2.185, and p = 0.015),hence hypothesis 7 was accepted. Psychological empowerment partially mediated the relationship between transformational leadership and employee commitment (β = 0.192, t = 2.749, and p = 0.003),thus hypothesis 8 was accepted. Furthermore, organizational culture did not mediate the relationship between transformational leadership and psychological empowerment (β = 0.157, t = 0.930 and p = 0.176), hence hypothesis 9 was not supported. Psychological empowerment did not mediate the relationship between organizational culture and employee commitment (β = 0.055, t = 0.889, and p = 0.187), therefore, hypothesis 10 was not supported.
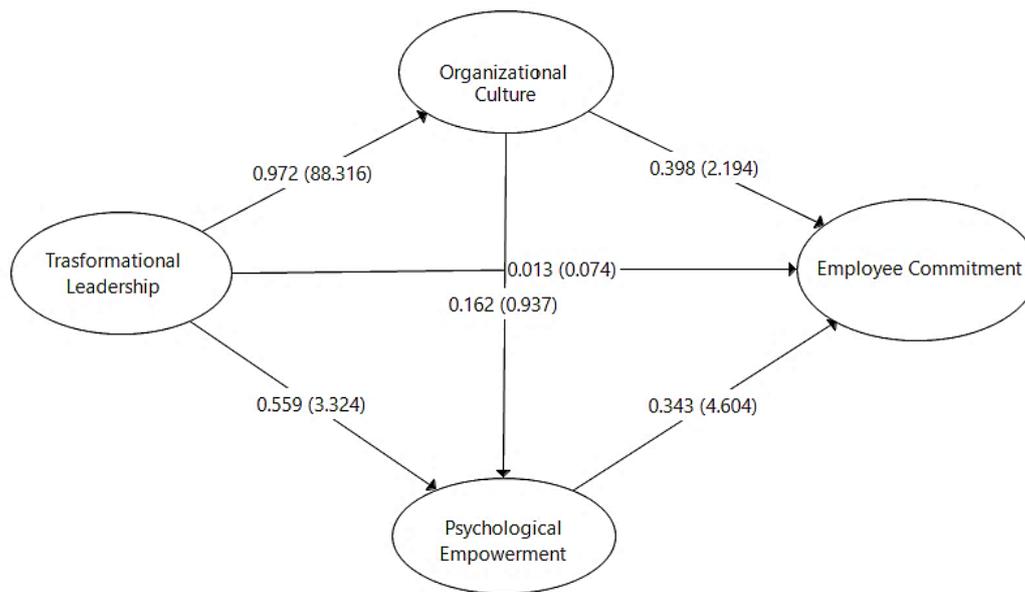

Fig. 2. Bootstrapping Model Smart PLS

Source: SEM-PLS analysis results.

Table 4. Hypotheses testing

Hypothesis	Relationship between variables	β	T Statistics	P Values	Supported?
Direct effect					
H1	TL -> EC	0.013	0.074	0.471	No
H2	TL -> OC	0.972	88.316	0.000	Yes
H3	TL -> PE	0.559	3.324	0.000	Yes
H4	OC -> EC	0.398	2.194	0.014	Yes
H5	OC -> PE	0.162	0.937	0.175	No
H6	PE -> EC	0.343	4.604	0.000	Yes
Indirect effect					
H7	TL -> OC -> EC	0.387	2.185	0.015	Yes
H8	TL -> PE -> EC	0.192	2.749	0.003	Yes
H9	TL -> OC -> PE	0.157	0.93	0.176	No
H10	OC -> PE -> EC	0.055	0.889	0.187	No

Source: authors' calculation.

5. Discussion

This study was designed to examine the effect of transformational leadership on employee commitment by focusing on organizational culture and psychological empowerment. As anticipated, most of the proposed hypotheses were supported. A significant finding was that transformational leadership did not affect employee commitment. This result did not support previous findings where transformational leadership positively impacted employee commitment (Iqbal et al., 2020) and became an essential predictor of employee commitment (Arsawan et al., 2022b). Transformational leadership practices were not able to increase employee commitment, which can be explained by the lack of interaction between leaders and employees since they focused more on company strategy and goals. Meanwhile, employee interactions related to operations were more dominant than those with the head department. Moreover, transformational leadership significantly impacted organizational culture and psychological empowerment, hence it further enhanced organizational culture and psychological empowerment. This finding followed previous research where transformational leadership was related to organizational culture (Rijal, 2016) and psychological empowerment (Edú-Valsania et al., 2016; Shahzad et al., 2018). Transformational leadership was aligned with organizational management practices, particularly those related to culture and empowerment (Maan et al., 2020) as noted in social exchange theory. Therefore, companies with transformational leadership make company culture more conducive and empower employees.

The subsequent findings demonstrated that organizational culture significantly influences employee commitment, whilst all employees' values, norms, and beliefs impact employee commitment (Hogan & Coote, 2014). This result confirmed previous research that showed organizational culture boosted employee commitment (Nikpour, 2018). However, organizational culture was not found to affect psychological empowerment, indicating that the formed value has not increased psychological empowerment. This study supports the findings of (Sotirofski, 2014), who stated that organizational culture had congruence with the level of bureaucracy, however the empowerment process was determined by group culture. The study did not confirm the earlier results stating that organizational culture was related to psychological empowerment (Pradhan et al., 2017; Trus et al., 2019). Furthermore, (Mbangeleli & Ojugbele, 2021) explained that the empowerment process required organizational culture support. Psychological empowerment and employee commitment exhibited a positive influence, which supports studies conducted (Namasivayam et al., 2014; Nikpour, 2018). Empowered employees felt cared for and trusted, which promoted EC (Kim & Beehr, 2018), therefore leaders must pay greater attention to the empowerment process, thus increasing employee commitment, which subsequently becomes the basis for improving loyalty (Aristana et al., 2022).

Next, the study continued with indirect testing using the SEM mediation mechanism. The results of the bootstrapping analysis are shown in Table 4, with the mediation criteria adapted from (Hair, et al., 2016). In the mediation test it was found that organizational culture and psychological empowerment fully mediated the relationship between transformational leadership and employee commitment. This result implied that transformational leadership in tourism businesses required organizational culture and psychological empowerment to enhance employee commitment, and filled the gaps in previous research (Mañas-Rodríguez et al., 2020), where transformational leadership did not affect commitment. Furthermore, organizational culture did not mediate the relationship between transformational leadership and psychological empowerment. The authors concluded that organizational culture did not intervene with transformational leadership practices in increasing employee commitment. Psychological empowerment also did not appear to mediate the relationship between organizational culture and commitment. Consequently, it can be stated that organizational culture and psychological empowerment did not intervene, and both only exhibited interventions on the relationship between transformational leadership and employee commitment.

6. Conclusion

Employee commitment is critical for tourism companies entering a new phase after the COVID-19 pandemic. This study incorporated different perceptions of employee commitment – a combination of organizational and individual perceptions. The concept of organizational development and change had become an integral approach by aligning individual and organizational interests. This study examined the relationship between transformational leadership and employee commitment and the role of organizational culture and psychological empowerment as mediators of the indicated relationship. The notable results of this study were that transformational leadership practices did not increase employee commitment. The findings also unveiled empirical evidence regarding the mechanism of the mediating role of organizational culture and psychological empowerment as mediators. In general, this study contrasts with previous studies and provides new insights into path analysis and the conditions for leveraging the specifics of employee commitment. The lack of interaction between leaders and employees meant that they were focused on company strategies and goals, thus requiring the intervention of organizational culture and psychological empowerment (full mediation). Moreover, organizational culture did not mediate the relationship between transformational leadership and psychological empowerment, and psychological empowerment did not mediate the relationship between organizational culture and organizational commitment.

Although this study contributes to the literature, it also has several limitations. First, this study adopted a cross-sectional design that is not feasible to eliminate causal correlation within a certain period, which could be a gap for future researcher on a longitudinal design that can fill the limitations of this article. Second, this study only involved tourism businesses with the accommodation sector. Given that there are many business sectors in the tourism industry, the results of this study were not generalisable. Moreover, the respondents' criteria were not specified, which may lead to biased results. Third, the authors employed a self-assessment report with its various weaknesses, i.e. high subjectivity, influenced by the conditions experienced when completing the questionnaire, and fear of the impact caused. Fourth, the authors examined the role of transformational leadership in improving organizational culture and psychological empowerment to encourage employees to be more committed to work, and this model can be developed by adding variables determining employee commitment, i.e. motivation, job satisfaction, and the psychological contract.

This study offers several inputs to tourism business leaders aiming to achieve or increase employee commitment, hence they can improve organizational culture and psychological empowerment. Companies can enhance employee interactions with transformational leadership behaviour through directive decisions, achieving a balance between company goals and employee goals. Moreover, companies can combine other leadership styles to increase employee commitment and improve company effectiveness. The critical role of organizational culture, and existing cultural aspects, whether hidden or complex, are also noteworthy, Accordingly it is recommended that leaders facilitate and design intervention strategies for changes in organizational culture that employees prefer. When this is achieved, transformational leadership practices can function effectively. Psychological empowerment in this study also played an essential role. The results of this study suggest that companies should be offering programmes for employees to promote employee commitment. Furthermore, they must consider the dimensions of psychological empowerment, including meaning, competence, self-determination, and impact. The goal is to identify which of these dimensions has more impact in the transformational leadership relationships promoting employee commitment. However, the psychological empowerment approach is essential because it determines individual behaviour in the organization.

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