

The Effect of Transformational Leadership and Organizational Citizenship Behaviour on Employee Performance in ABC Hotel

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DOI: <https://doi.org/10.30880/rmtb.2024.05.01.065>

Article Info

Received: 31 March 2024

Accepted: 30 April 2024

Available online: 30 June 2024

Keywords

Transformational leadership,
organizational citizenship behaviour,
employee performance

Abstract

Transformational leadership and organizational citizenship behavior (OCB) are critical elements to enhance employee performance in an organization. However, nearly 90% of hotels had to lay off globally due to the COVID-19 pandemic. Malaysia's leadership also has been out of focus for many years and most of the organizations do not realize the importance of OCB in the workplace. Hence, the objectives of this research are to measure the level of employee performance, and to identify the relationship and the effect of transformational leadership and OCB on employee performance in ABC Hotel. The research was a cross-sectional study and a quantitative method was utilized. The questionnaire was adopted from previous research and the validity and reliability were shown at a high level. The data was collected through Google Forms from 122 employees in the target population by using stratified random sampling. The return rate reached 95.08%. The results of the current study provide empirical evidence on key issues related to transformational leadership and OCB of employees in ABC Hotel. Findings have shown a high level of employee performance with a positive relationship between transformational leadership ($r=0.742$) and OCB ($r=0.638$) with employee performance. The main result also showed that transformational leadership ($r^2=0.759$) and OCB ($r^2=0.688$) have a significant effect on employee performance. In conclusion, this research provides clear direction to stakeholders on the existing transformational leadership and OCB for the improvement in employee performance at ABC Hotel and other private sectors.

1. Introduction

Globalization and technological advancement are indisputably interrelated. The utilization of technology in developing nations had significant impacts on their economies. Therefore, Malaysia is making an effort to become a developed country and making progress towards achieving the status of a high-income nation (Izzani, 2023). However, human capital remains an essential asset in driving economic growth and innovation although technology has undoubtedly transformed the economy. Synchronously, human capital plays a vital role in the service sector. Employees are often required to interact with customers, understand their needs, and provide

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personalized services to meet their requirements. The aftermath of the pandemic has resulted in the emergence of novel technologies, business practices, and a change in how we perceive workspaces, from physical offices to digital realms. With the recovery from the pandemic, many individuals have adopted digital communication and are involved in relationships based on the internet. Hence, an organization must pay attention to creating a new wave of thinking in leadership and organizational studies to achieve its plans and goals as the organization recovers from the pandemic. According to Sayyadi *et al.* (2022), attempting to become a transformational leader is suggested to make appropriate decisions for the followers. This can lead to higher levels of employee engagement, which has been linked to improved employee performance. Furthermore, based on Organization Psychology Degree (2022), organizational citizenship behaviour (OCB) can be advantageous for colleagues and the company by improving overall efficiency although not an inherent part of the job.

Based on the Ministry of Economic Department of Statistic Malaysia Official Portal (2023), Malaysia's revenue from service sectors has increased by 13.1% and the volume index of services also increased by 8.8% in the first quarter year 2023. At the same time, tourism and travel-related services have generated roughly 2 billion for Malaysia in the year 2022 (Tourism Malaysia, 2023). Tourism and travel-related services encompass a range of offerings, such as accommodations and dining services provided by hotels and restaurants (including catering), travel agency and tour operator services, as well as services provided by tourist guides and other related sectors (World Trade Organization, 2023). The development of tourism in Malaysia has facilitated the growth of the hotel industry.

ABC Hotel which plays an important role in the hotel industry and is a bigger contributor to the service sector, was established in Spain in 1997. AC Hotels offers a collection of over 155 meticulously designed hotels across more than 20 countries and territories. With a focus on thoughtful craftsmanship, every aspect of the AC Hotels experience has been carefully curated to provide guests with a comfortable, elevated, and seamless journey, allowing them to make the most of their travels.

According to the World Health Organization, 104 countries reported COVID-19 cases and 43 countries reported COVID-19 deaths during the 28 days from 23 October to 19 November 2023. The mention of deaths underscores the ongoing public health challenges and the persistence of the endemic as a significant global health concern. Therefore, remote work has become a crucial strategy to mitigate the impact of the endemic on businesses and economies. However, new challenges have emerged such as managing and motivating remote teams, ensuring work-life balance, and addressing mental health concerns. There have been statistics before showing that the COVID-19 pandemic's prolonged impact on a global scale has led to a consistent increase in working-hour losses throughout 2021. This has resulted in a total shortfall of 4.8 percent in working hours during the first quarter, which slightly decreased to 4.4 percent in the second quarter. In the first quarter, this deficit was equivalent to 140 million full-time workers, while in the second quarter, it was equal to 127 million full-time positions. Consequently, the unemployment rate in all sectors increased from 1.3% to 2.2%. Although employment rates began to rebound within a few months, unemployment remained high, especially in the service sector. For example, a recent survey of members of the American Hotel & Lodging Association (AHLA) reveals the pandemic's persistent detrimental impact on the hotel business and its workers. According to the statistics, nearly 90% of hotels had to lay off or furlough personnel as a result of the COVID-19 outbreak and the consequent decline in travel (American Hotel & Lodging Association (AHLA), 2020). It could lead to increased job insecurity and stress among employees, which could negatively impact their performance. Based on American Psychological Association (2020), it shows more than 60% of employees reported increased stress and worry as a result of the COVID-19 pandemic, which can have a detrimental influence on employee performance and productivity.

In addition, employee-related issues or utility costs are among the top obstacles to global hotel and travel industry professionals. Unluckily, it has become a real statement of low productivity of the hotel and travel industry in recent years. Based on the United Nations World Tourism Organization (UNWTO), Malaysia's statistics, it has shown a total number of 26,100,784 arrivals of non-resident tourists in the year 2019. But in the year 2021, the number decreased to 134,728 arrivals of non-resident tourists which means that there has been a decreasing relationship between the total number of arrivals of non-resident tourists at the national border in Malaysia in recent years. The decreasing number of arrivals of non-resident tourists to Malaysia has caused the low productivity of the hotel, and travel industry occurred. As a result of low productivity, employees can cause stress and anxiety, especially if they are under pressure to perform (MBA Knowledge Base, 2021). For example, according to the portal ABC Hotel (2023), there are bad reviews about poor employee performance. There has been a complaint about the unfriendly attitude of the receptionist when checking in to the hotel. These problems have led to a poor experience or dissatisfaction among the customers, and they might not visit the hotel again.

Furthermore, previous research in the transformational leadership field provides empirical proof of this variable's positive effects on frontline employee performance (Buil *et al.*, 2019). Unfortunately, according to Lo (2020), our political leaders have decided to disregard the fact that Malaysian leadership has been out of focus for many years. It means that lacking leadership in most organizations, especially in Malaysia, led to a severe problem affecting employee performance and economic growth, whether in the manufacturing or service sector.

Moreover, organizational citizenship behavior can create a relaxed atmosphere in the workplace improving the effectiveness and productivity of the organization (Hermawan *et al.*, 2020). Regrettably, most organizations do not realize the importance of organizational citizenship behavior in the workplace and have ignored it. There is limited knowledge about organizational citizenship behavior among most organizations. Therefore, this study aims to address the following research questions:

- i. What is the level of employee performance at ABC Hotel?
- ii. What is the relationship between transformational leadership and organizational citizenship behavior with employee performance in ABC Hotel?
- iii. What is the effect of transformational leadership and organizational citizenship behavior on employee performance at ABC Hotel?

2. Literature Review

2.1 Employee Performance

Employee performance defined as an achievement stage refers to a significant work accomplishment attained by an individual within the organization (Eliyana *et al.*, 2019). High-performing employees are individuals who consistently achieve or exceed performance standards, deliver high-quality work and make a positive impact on the organization as a whole. It can be measured according to four aspects which are quality, quantity, effectiveness, and accuracy.

Quality refers to a product, service, or process's traits, properties, or characteristics that meet or exceed customers' expectations and desires (Ridwan *et al.*, 2020). It indicates how well a good or service satisfies the needs and wants of its customers as well as accomplishes its primary objective. In addition, quantity reflects the volume of output created, which is often stated in terms of the number of units or completed activity cycles (Hermawan *et al.*, 2020). It denotes a certain entity's numerical count, volume, or size. Moreover, effectiveness refers to the amount to which organizational resources are used to maximize profits or minimize losses for each unit while using those resources (Hermawan *et al.*, 2020). It measures how successfully something accomplishes its intended goals or produces the desired effects. Furthermore, accuracy entails matching the timing of operations to the output outcomes while optimizing the available time for additional duties (Hermawan *et al.*, 2020). It evaluates how accurate a measurement, calculation, or piece of data is concerning its intended or true value. It is a crucial trait for guaranteeing the accuracy and dependability of data, outcomes, and procedures.

2.2 Transformational Leadership

Transformational leadership is characterized by the combination of creative insight, tenacity, enthusiasm, intuition, and employee sensitivity. Its major goal is to achieve organizational goals or aspirations while significantly influencing and impacting individuals within the organization (Prabowo *et al.*, 2018). It consists of four aspects which are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Idealized influence is also known as charisma. It is the characteristic which the leaders inspire followers with confidence and inspiration, resulting in adoration and a desire to emulate their acts and behaviors (Astuty & Udin, 2020). Furthermore, inspirational motivation possesses the capability of a transformational leader to inspire followers by igniting enthusiasm, highlighting positive outcomes, and motivating them to take action. It entails tapping into people's inherent drive, passion, and goals, driving them to go above and beyond what is required and attain their full potential (Kalsoom *et al.*, 2018). Intellectual stimulation encompasses leaders who foster creativity and innovation among their followers by presenting challenging new ideas and alternative problem-solving approaches (Buil *et al.*, 2019). Additionally, individualized consideration refers to the transformational leaders assume the roles of coach and mentor, demonstrating attentiveness to the needs and emotions of their followers (Kalsoom *et al.*, 2018).

2.3 Organizational Citizenship Behaviour (OCB)

OCB is the term used to describe employees' discretionary and voluntary behaviors within an organization that do not directly pertain to their formal job responsibilities but enhance its effectiveness and overall well-being (Alhashedi *et al.*, 2021). These actions go beyond the formally stated requirements for the job and are neither explicitly rewarded nor required by the company. It can be measured according to five aspects which are altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

Altruism as a component of OCB, describes the voluntarily performed acts of generosity and kindness by staff members within an organization. In the workplace, altruistic behaviors include helping and encouraging colleagues or going above and beyond to serve others without expecting anything in return (Ridwan *et al.*, 2020). Moreover, conscientiousness refers to a person's propensity to take ownership of their job and go above and beyond to perform duties successfully and quickly (Hermawan *et al.*, 2020). It entails carrying out one's

duties with a high degree of dedication, thoroughness, and attention to detail. Sportsmanship is when individuals at work have a cooperative and pleasant attitude (Basu & Pradhan, 2017). It requires displaying effective interpersonal skills, sustaining cordial connections with colleagues, and adopting practices that foster a helpful and respectful work environment. Besides that, courtesy is a discretionary behavior exhibited by employees (Lay *et al.*, 2020). It means the behavior of kind, respectful, and considerate in addition to what is required by the organization's formal rules and regulations. Civic virtue refers to an employee's active participation in organizational activities outside the scope of their formal work duties (Hermawan *et al.*, 2020). To improve the organization as a whole, employees must actively and knowingly engage in certain behaviors.

2.4 Hypothesis Development

2.4.1 Transformational Leadership and Employee Performance

Transformational leadership is a type of leadership that emphasizes encouraging and motivating followers to achieve better levels of performance and personal growth. Furthermore, an organization's employee performance that effectively manages its available resources reflects its success. Both of them are interrelated, which has been proven by previous research. According to Ang & Chan (2019), the findings stated that transformational leadership has a positive relationship with employee performance. It was supported by 165 respondents in the manufacturing industry in Batu Pahat. Eliyana *et al.* (2019) also proved that transformational leadership has a significant impact on employee performance with the research carried out on Pelabuhan Indonesia III which consists of 30 respondents. According to Astuty & Udin (2020), the findings show 103 respondents who work in stone milling companies in Central Java, Indonesia agreed that transformational leadership plays a crucial role in influencing employee performance. It is because transformational leaders effectively merge employees' work responsibilities with a compelling vision, which fosters a sense of meaningfulness in their work and consequently stimulates enhanced employee performance. At the same time, Kalsoom *et al.* (2018) also proved that transformational leadership has a strongly positive correlation with employee performance. The result showed the FMGC Company in Pakistan had shown transformational leadership in relation to employee performance, supported by 318 employees as respondents. Furthermore, based on Tania *et al.* (2021), the research contains 68 respondents in PT.BPRS Cilegon Mandiri Indonesia, supported that transformational leadership has a positive and significant effect on employee performance. In other words, as the degree of transformational leadership increases, so the level of employee performance also will increase. This statement is also stated in the research of Buil *et al.* (2019). The 323 frontline hotel employees of three, four, and five-star hotels in Spain acted as respondents in the research. They have agreed that transformational leadership directly predicts employee performance.

Based on Arman *et al.* (2019), the research also shows that transformational leadership is an essential part of influencing employee performance. The research was conducted with 47 respondents in the Faculty of Economics, State University of Padang. The finding indicates that transformational leadership contributed to employee performance. Moreover, the research carried out in the representatives' construction industry in China which involved five provinces (Jiangsu, Zhejiang, Guangdong, Hubei, and Shandong) and one distinct (Shanghai), showed a positive relationship between transformational leadership and employee performance (Jiang *et al.*, 2017). The result was supported by 389 respondents. Transformational leaders aim to connect with their subordinates, generating a collaborative and transformative atmosphere that contributes to the long-term enhancement of relationships and performance. In addition, the research in PT. Waruna Shipyard Indonesia, with 100 permanent employees as respondents, concluded that leaders who have the characteristics of transformational leadership could improve the performance of employees, which means both of them are interrelated.

Unfortunately, Prabowo *et al.* (2018) stated that leaders frequently neglect the specific attributes of transformational leadership and instead focus on implementing the characteristics associated with the lowest value. Hence, the research with 78 respondents of Hotel Kartika Graha Malang in Indonesia shows that transformational leadership has no significant influence on employee performance. Based on Vipraprastha *et al.* (2018), the research carried out in PT. Sarana Arga Gemeh Amerta (SAGA) Denpasar in Indonesia, with 88 respondents, shows the leadership possesses a weaker transformational leadership style will likely result in a decrease in employee performance. This means that transformational leadership does not affect employee performance. In short, most of the previous studies show a positive relationship between transformational leadership and employee performance, thus;

H1: Transformational leadership has a positive relationship with employee performance

2.4.2 Organizational Citizenship Behavior and Employee Performance

Organizational citizenship behavior includes the dimensions of altruism, courtesy, sportsmanship, civic virtue, and conscientiousness, which are interrelated with employee performance. This statement has been proven by previous studies. According to Hermawan *et al.* (2020), the research included 200 respondents which was carried out in the manufacturing industry in Tangerang, Indonesia. It has shown a statistical result that OCB has a significant effect on employee performance. An exemplary implementation of the aspects of OCB can improve employee performance. Besides that, the hypothesis testing of the research from Ridwan *et al.* (2020) also stated that OCB would influence employee performance. There have 211 respondents from SPMI Private University in West Sumatra proved that the dimension of organizational citizenship behavior that predominantly affects employee performance is conscientiousness. At the same time, better OCB will show higher employee performance since their relationship is positive (Hidayah & Harnoto, 2018). The research carried out in Baitul Maal Wat Tamwil (BMT) in Central Java, Indonesia, shows the dimension of OCB has played an important role in determining employee performance. This statement was also supported by Tania *et al.* (2021). There are 68 respondents in PT. BPRS Cilegon Mandiri Indonesia supported that the higher the employee who has OCB, the higher the employee performance.

In addition, the research carried out in PT Surya Dermato Medica in Palembang with 51 employees respondents stated that OCB has a positive and significant effect on employee performance (Triani *et al.*, 2020). The result was also supported by the research of Lay *et al.* (2020) in Fave Hotel Rungkut Surabaya, Indonesia. The 52 respondents agreed that OCB would impact employee performance. The employees recognize and value the rights granted to them by the company, which creates positive OCB. At the same time, employee performance improved. Moreover, the research of Kissi *et al.* (2019) also stated that OCB has positively affected employee performance in the construction industry, in Ghanaian. The research consists of 88 respondents, including quantity surveyors, architects, structural engineers, and service engineers because they work together as advocates for clients to achieve their objectives. Furthermore, previous researchers carry out some research using organizational citizenship behavior as a mediating variable effect on employee performance. According to Sugianingrat *et al.* (2019), OCB acts as a mediating variable and positively impacts employee performance. The result shows that 120 respondents in non-star hotels in the Sarbagita area of Bali agreed that OCB could improve employee performance, although it does not directly impact employee performance. In addition, Supriyanto *et al.* (2020) carry out research in Bank BRI Shariah Malang with 154 employees as respondents. It shows the result of OCB positively mediates the effect on employee performance. The increase of OCB, such as volunteering to assist colleagues actively or participating in supporting organizational functions, will contribute to the improvement of overall performance. As a result of the previous studies showing the positive relationship between OCB and employee performance, therefore;

H2: OCB has a positive relationship with employee performance

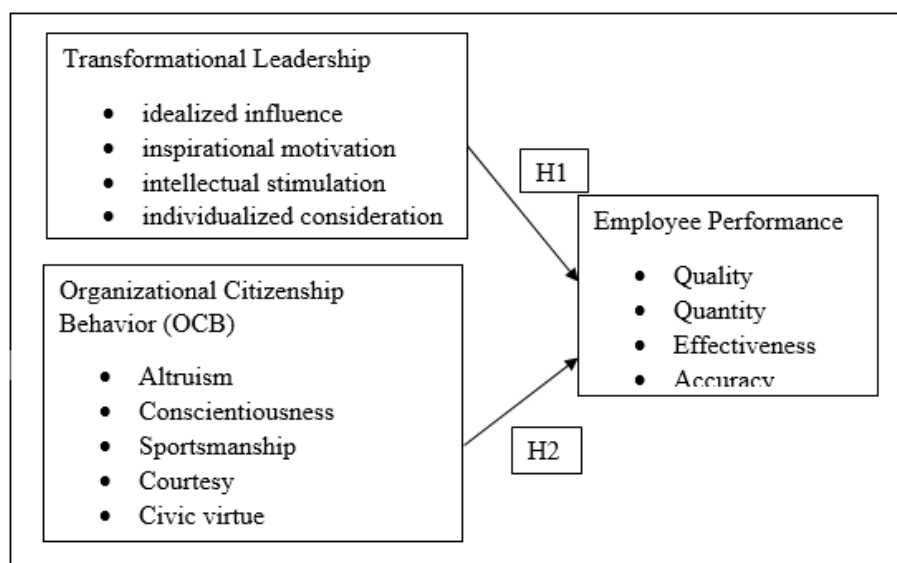


Fig. 1 Research framework

3. Research Methodology

3.1 Research Design

The research is a cross-sectional study and most of the previous studies have opted for a quantitative research approach, as it was appropriate for investigating similar variables and achieving the research objectives. Hence, this study utilizes the quantitative method as a research design to explain the impact among variables or the interrelationship that exists between variables by means (Eliyana *et al.*, 2019). The survey questions were conducted and achieved a high value of reliability and validation from industry or academic experts.

3.2 Respondents

In this research, the population includes local employees across all levels at ABC Hotel, totaling 122 individuals. This allows for a comprehensive exploration of the research topic. According to Dawson & Manderson (2020), including employees at all levels ensures that diverse perspectives, experiences, and insights are captured, leading to a holistic understanding of the subject matter. Additionally, studying employees at different hierarchical levels in ABC Hotel enables the identification of potential variations or patterns in attitudes, behaviors, and perceptions. This inclusive approach recognizes the valuable contributions of individuals at every level and facilitates the development of strategies that benefit ABC Hotel. However, the hotel staff comprises individuals from various countries, some of whom may lack comprehension of the questionnaire. Therefore, the researcher is constrained to administer the questionnaire exclusively to local employees, who possess sufficient knowledge to provide meaningful responses. Due to the larger population, researchers often face challenges in testing each individual due to high costs and time requirements. Hence, the sampling technique, which involves selecting a representative segment from a population to determine its characteristics, plays an important role in this research.

In this study, GPower software is used to analyze statistical power. This software helps determine the required sample size or assess the statistical power of the study (Kang, 2021). By utilizing GPower, researchers can calculate the minimal sample size needed to identify a significant effect with the specified level of statistical power, ensuring enough participants to achieve valid results. Two important concepts when using GPower are alpha and beta. According to Russo (2021), alpha refers to the probability of incorrectly concluding the presence of an effect when there is none (type I error or false positive), typically set at 0.05 (5%). Beta represents the probability of erroneously concluding the absence of an effect when there is one (type II error or false negative), typically set at 0.20 (20%). In this research, the alpha and beta values are set at 0.05 and 0.02, respectively. Based on GPower calculations with these values, the suggested sample size is 76 employees from the population of 122.

Stratified random sampling is a technique that divides the population into subgroups or strata according to specific characteristics. Stratification can improve the accuracy and effectiveness of statistical analysis by enhancing precision and efficiency (Fleetwood, 2024). Within each category, distinct patterns or tendencies can be observed. The researcher chose stratified random sampling to increase precision by focusing sampling efforts on particular subgroups of interest, resulting in lower sampling error and greater accuracy when predicting population parameters. The population of ABC Hotel was divided based on the different branches: Kuala Lumpur, Penang, and Pahang. A random sample proportionally representative of each defined stratum was then obtained to ensure adequate representation of each subgroup.

3.3 Data Collection

In this study, primary data collected by the researcher is through a questionnaire due to its effectiveness in collecting standardized data from a significant number of respondents. There was a total of 77 questions for the questionnaire and it is divided into four sections which included sections A, B, C, and D. Section A is a demographic section that explains the background of the respondent. Sections B and C involve the questions about the independent variables. For instance, section B is to determine the transformational leadership towards employee performance while section C is to identify the organizational citizenship behavior towards employee performance. At the same time, section D is the questions related to measuring the level of employee performance which is the dependent variable in this research. Lastly, section E is an open-ended question regarding the opinion of the respondents about transformational leadership and OCB. The analysis reveals that all measured variables attained Cronbach alpha coefficients surpassing the threshold of 0.6, indicative of satisfactory internal consistency reliability. This aligns with the assertion by Taherdoost (2017) that a reliability coefficient of 0.60 or higher is deemed suitable for exploratory or pilot investigations.

The respondents were invited to participate in an online survey to provide their feedback and information. The researcher chooses to use stratified random sampling to increase precision because it enables researchers to concentrate their sampling efforts on particular interest subgroups. Due to the hotel employees comprising individuals from various countries, some of whom may have limited comprehension of the questionnaire, hence the questionnaire was only administered to all the local employees which is 122 employees in total through an online survey platform, "Google Forms". The recipient (branch manager) sent the link to the Google Form to

their colleagues after receiving an email with the Google Form link. For secondary data collection, the researcher carried out a literature study which refers to e-books and databases from articles and journals such as Google Scholar and Springer.

3.4 Data Analysis

After the data collection was completed, the data was imputed and analyzed using the Statistical Package for the Social Sciences (SPSS) Version 27. In this research, descriptive analysis and inferential analysis are used. Descriptive analysis was conducted to obtain the mean score, frequency, and percentage of all variables to measure the level of employee performance. For inferential analysis, the bivariate and correlation analysis was used for hypothesis testing while linear regression was used to determine the effect of independent variables (transformational leadership and OCB) and the dependent variable (employee performance).

4. Results and Discussion

4.1 Response Rate

In this research, the initial population consisted of 122 respondents. According to the guidelines provided by GPower, a sample size of 76 respondents was necessary for conducting this research. Given the relatively smaller population size, the researcher distributed 122 survey questionnaires via Google Forms to gather data from potential participants. Unfortunately, 116 respondents actively participated in the research, larger than the anticipated sample size as suggested by GPower. Hence, the research boasts a sufficient sample size, and an impressive 95.08% response rate from participants, making it well-suited for data analysis (Wu *et al.*, 2022).

4.2 Demographic Analysis

According to the data presented in Table 1, the demographic information of the respondents reveals that out of a total of 116 participants, 35 individuals (30.2%) are male, while the remaining 81 respondents are female, constituting 69.8% of the sample.

Table 1 Demographic information of respondents

	Variable	Frequency	Valid percent (%)
Gender	Male	35	30.2
	Female	81	69.8
Age	25 years old and below	26	22.4
	26 to 35 years old	55	47.4
	36 to 45 years old	31	26.7
	46 years old and above	4	3.4
Race	Malay	73	62.9
	Chinese	26	22.4
	Indian	17	14.7
Working experience	3 years and below	47	40.5
	4 to 6 years	59	50.9
	7 to 10 years	10	8.6
	More than 10 years	0	0
Education level	SPM	30	25.9
	STPM/Diploma	10	8.6
	Bachelor's Degree	66	56.9
	Master	10	8.6
Location of workplace (hotel)	Kuala Lumpur	70	60.3
	Penang	27	23.3
	Pahang	19	16.4

The largest portion of respondents in this study falls within the age range of 26 to 35 years old, constituting 55 individuals or 47.4% of the total sample. Regarding the respondents' racial backgrounds, 73 out of the 116

participants are Malay, which is the highest amount. Furthermore, the majority of respondents in this study have accumulated 4 to 6 years of work experience at ABC Hotel with 59 individuals representing 50.9% of the total. In terms of the educational levels of respondents before joining ABC Hotel, the majority had completed their Bachelor's Degree, accounting for 56.9% which is 66 respondents. Lastly, the respondents who work at ABC Hotel, Kuala Lumpur represented the highest percentage which is 60.3% with a total of 70 respondents. While for the participants working at ABC Hotel, Penang consist of 27 respondents (23.3%). The remaining 19 respondents are working at ABC Hotel, Pahang which represented 16.4%.

4.3 Descriptive Analysis – Level of Employee Performance at ABC Hotel

Table 2 represents the results for identifying the level of employee performance. Based on the table, it is shown that there is a total of 101 respondents, which is equal to 87.1% who have a high level of employee performance in ABC Hotel. While the rest of the 14 respondents have having moderate level of employee performance, which is equal to 12%. Unfortunately, the low level of employee performance still shows 0.9% which is only 1 employee. These findings find support in earlier research, which indicated that when responses to the questionnaire ranged from 3.68 to 5.00, this was regarded as indicative of a high level of employee performance (Affandi, 2020). In other words, previous studies have shown that when survey participants consistently rated various aspects of employee performance within this range on the questionnaire, it signified that the employees were performing at a commendable level. In addition, the interview with the assistant supervisor of ABC Hotel, Madam Stephanie Kwong also indicated that there is a high level of cooperation among employees and their dedication to carefully following their leaders' directions (Indeed, 2023). It is obvious that leaders have a significant impact on their followers, and that impact is crucial in determining how followers behave and perform in their various responsibilities (Clarke & Mahadi, 2017). In essence, effective leadership in the hotel contributes to a high level of employee performance where they can excel in fulfilling their job responsibilities. Furthermore, Madam Stephanie Kwong also mentioned the presence of a positive work environment and strong interpersonal relationships among the hotel's employees (Cobler, 2018). Consequently, she believes that these factors also contribute to enhancing employee performance.

Table 2 Level of independent and dependent variables

No.	Variable		Frequency	Percentage (%)
1	Transformational leadership	High	98	84.5
		Moderate	16	13.8
		Low	2	1.7
		Total	116	100.0
2	Organizational citizenship behavior (OCB)	High	95	81.9
		Moderate	21	18.1
		Low	0	0.0
		Total	116	100.0
3	Employee performance	High	101	87.1
		Moderate	14	12.0
		Low	1	0.9
		Total	116	100.0

4.4 Bivariate Correlation Analysis

Spearman's rho correlation coefficient was employed in this study due to the non-normal distribution of the data. IBM SPSS software was utilized to compute Spearman's rho correlation coefficient, aiming to describe the relationship between the independent and dependent variables in the research.

4.4.1 Relationship between Transformational Leadership and Employee Performance

Based on the collected and analyzed data in Table 3, with the r-value (rs) for Spearman's correlation coefficient of 0.742 and a p-value is less than 0.05, it represents that there is a high positive and strong relationship between transformational leadership and employee performance. The outcome indicated that the hypothesis for this research was accepted. The finding was equally to several past studies by Ang & Chan (2019), Tania *et al.* (2021), and Arman *et al.* (2019). Previous research also proved that transformational leadership becomes a

crucial leadership style in an organization (Buil *et al.*, 2019). This is because transformational leadership fosters an environment of trust, motivation, and personal development, which can lead to improved employee performance by aligning their values and goals with those of the organization and by nurturing their skills and abilities (Kalsoom *et al.*, 2018). This situation can be concluded by Astuty & Udin (2020) who stated that the development of transformational leadership fosters employee performance. When transformational leadership is effectively implemented, it serves as a catalyst for elevating employee performance levels to higher standards of excellence. This finding underscores the significance of leadership style in influencing and shaping the behaviors, attitudes, and overall output of employees within the workplace.

Table 3 Correlation coefficient of transformational leadership on employee performance

			Transformational leadership	Employee performance
Spearman's rho (r_s)	Transformational leadership	Correlation coefficient	1.000	0.742**
		Sig. (2-tailed)	.	0.000
		N	116	116
	Employee performance	Correlation coefficient	0.742**	1.000
		Sig. (2-tailed)	0.000	.
		N	116	116

** . Correlation is significant at the 0.01 level (2-tailed).

Furthermore, the respondents also provided feedback indicating that there exists a positive relationship between transformational leadership and employee performance. For example, the statement "my leader takes a personal interest in my development and growth," which encompasses the concept of individualized consideration within transformational leadership shows the highest mean score. The leaders can inspire and motivate employees on a personal level. When employees feel that their leader cares about their progress and is actively invested in helping them succeed, they are more likely to be engaged, motivated, and committed to their work (Buil *et al.*, 2019). Hence, it can lead to improved performance as employees strive to meet and exceed expectations. Additionally, the statement, "My leader encourages me to take on new challenges and stretch my capabilities," reflects the essence of inspirational motivation within the framework of transformational leadership and shows the second-highest mean score. The respondents believed that this practice has the potential to boost employee performance significantly when applied effectively. At the same time, the statements "my leader seeks differing perspectives when solving problems" and "my leader promotes a climate where it is safe to voice different opinions and perspectives" which encompass the concept of intellectual stimulation also show the second highest mean score. According to the respondents, they perceive intellectual stimulation as having the potential to significantly improve employee performance when it is implemented successfully. In other words, when leaders actively encourage the exchange of diverse ideas and foster an atmosphere where individuals feel safe to voice differing opinions, it not only promotes creativity and innovation but also motivates employees to perform at their best.

4.4.2 Relationship between Organizational Citizenship Behavior and Employee Performance

Based on the collected and analyzed data in Table 4, with the r-value (r_s) for Spearman's correlation coefficient of 0.638 and a p-value is less than 0.05, it represents that there is a moderate and positive relationship between the OCB and employee performance. The outcome indicated that the hypothesis for this research was accepted. The finding was equally to several past studies such as Hermawan *et al.*, (2020), Ridwan *et al.*, (2020), Tania *et al.* (2021) and Supriyanto *et al.* (2020) that expressed their opinion where organizational citizenship behavior will positively affect the employee performance in an organization. The understanding gained from past research by Hidayah & Harnoto (2018) also clearly implies that improving employee performance at work is essential to establishing OCB. In other words, improving individual work performance is directly related to developing a workplace culture in which employees voluntarily go above and beyond their assigned responsibilities and actively contribute to the advancement of the organization. This can be supported by Lay *et al.* (2020) who mentioned that OCB encompasses voluntary actions taken by employees to assist their colleagues and align themselves with the overarching goals of the organization. It fosters an environment of cooperation, encourages the exchange of knowledge, and acts as a catalyst for skill development. These elements converge to create a holistic framework that contributes significantly to the overall enhancement of employee performance, ultimately benefiting both the individuals and the organization as a whole (Kissi *et al.*, 2019).

Table 4 Correlation coefficient of OCB on employee performance

			OCB	Employee performance
Spearman's rho (r_s)	OCB	Correlation coefficient	1.000	0.638**
		Sig. (2-tailed)	.	0.000
		N	116	116
	Employee performance	Correlation coefficient	0.638**	1.000
		Sig. (2-tailed)	0.000	.
		N	116	116

** . Correlation is significant at the 0.01 level (2-tailed).

Furthermore, the respondents also provided feedback indicating that there exists a positive relationship between organizational citizenship behavior and employee performance. For example, the statements, “there exists atmosphere which enables employees to raise to the occasion voluntarily for relevant problems that stand before organization growth” and “we see positive exponential growth when the work group demonstrates altruism in specific problem times” encompass the idea of altruism within OCB and achieved the highest average scores in our survey. In these statements, the researcher is referring to a workplace culture where employees willingly step up to tackle important issues that have an impact on the organization's advancement. According to the respondents, when such an environment exists, it not only fosters teamwork but also results in positive growth for the organization, particularly during challenging times. When workgroups collectively demonstrate altruistic behaviors, it creates a synergy that helps the organization overcome obstacles and improve employee performance more effectively. Moreover, the statement “my organization makes me more enthusiastic about my job” encompasses the idea of conscientiousness within OCB and achieved the second-highest average scores in the survey. In this statement, the researcher is referring to the organization's ability to instill a strong sense of enthusiasm and dedication in its employees toward their job roles. According to the respondents, when an organization succeeds in creating an environment that fosters enthusiasm among its employees, it has a significant impact on their performance and dedication. When employees feel genuinely excited and motivated by their work, they tend to invest more effort, maintain a positive attitude, and consistently deliver high-quality results.

4.5 Linear Regression Analysis

4.5.1 Effect of Transformational Leadership and Employee Performance

Table 5 shows the overall result of regression analysis which is used to achieve the second objective of this research. The regression analysis between transformational leadership and employee performance can be indicated by the R-value in the table, which is 0.759. It is considered a good value because it is close to 1. The R square is 0.575, representing that 57.5% of the variance is accounted for employee performance by transformational leadership. The standard error of the estimate is known for identifying the accuracy of the prediction. The smaller the value for the standard error of the estimate indicates that the higher prediction will be more accurate. The value for the standard error of the estimate is 0.401, which represents a good value for this research. Lastly, the better range for the Durbin-Watson statistics value is between 1 to 4. The value for Durbin-Watson in this research is 1.911, which indicates that the independence of observations for the research data has been achieved.

Table 5 Model Summary and regression coefficients of employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.759	0.575	0.572	0.401	1.911
a. Predictors: (Constant), Transformational Leadership					
b. Dependent Variable: Employee Performance					
Dependent Variables		Unstandardized Coefficients		Sig.	
		Beta, β	Std. Error		
Employee Performance		0.679	0.055	0.000	

The β -value as shown in Table 5 is 0.679, which means that when the transformational leadership changes by one unit, employee performance is predicted to increase by 67.9% at the same time. The standard error is known for identifying the average distance between the values that have been observed to fall from the line of

regression. The smaller value for standard error indicates that the observations are closer to the fitted line. The standard error is 0.055, which represents observed values that are closer to the fitted line. The p-value (Sig.) is less than 0.05, which indicates that transformational leadership in ABC Hotel has a significant effect on employee performance in the working environment. The findings of this research align with a prior study conducted by Eliyana *et al.*, (2019), which also provided evidence of the significant impact of transformational leadership on employee performance. Their study, conducted with a sample of 30 respondents from Pelabuhan Indonesia III, supported the concept that transformational leadership positively influences how employees perform. The research of Astuty & Udin (2020) involved 103 respondents employed in stone milling companies in Central Java, Indonesia. Their findings demonstrated an agreement among the participants that transformational leadership plays a pivotal role in shaping employee performance. Kalsoom *et al.* (2018) conducted a study that reinforced the strong positive correlation between transformational leadership and employee performance. Their research carried out with 318 employees as respondents in the FMGC Company in Pakistan, highlighted the organization's commitment to transformational leadership and its favorable impact on employee performance. The research by Tania *et al.* (2021) which involved 68 respondents from PT. BPRS Cilegon Mandiri Indonesia, it was confirmed that transformational leadership exerts a positive and statistically significant influence on employee performance.

4.5.2 Effect of Organizational Citizenship Behavior and Employee Performance

Table 6 shows the overall result of regression analysis which is used to achieve the second objective of this research. The regression analysis between the OCB and employee performance can be indicated by the R-value in the table, which is 0.688. It is considered a good value because it is close to 1. The R square is 0.473, which represents that 47.3% of the variance is accounted for employee performance by OCB. The standard error of the estimate is known for identifying the accuracy of the prediction. The smaller the value for the standard error of the estimate indicates that the higher prediction will be more accurate. The value for the standard error of the estimate is 0.447, which represents a good value for this research. Lastly, the better range for the Durbin-Watson statistics value is between 1 to 4. The value for Durbin-Watson in this research is 1.971, which indicates that the independence of observations for the research data has been achieved.

Table 6 Model Summary and regression coefficients of employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.688	0.473	0.469	0.447	1.971
a. Predictors: (Constant), OCB					
b. Dependent Variable: Employee Performance					
Dependent Variables	Unstandardized Coefficients				Sig.
	Beta, β	Std. Error			
Employee Performance	0.694	0.069			0.000

The β -value as shown in Table 6 is 0.694, which means that when the transformational leadership changes by one unit, employee performance is predicted to increase by 69.4% at the same time. The standard error is known for identifying the average distance between the values that have been observed to fall from the line of regression. The smaller value for standard error indicates that the observations are closer to the fitted line. The standard error is 0.069, which represents observed values that are closer to the fitted line. The p-value (Sig.) is less than 0.05, which indicates that the OCB in ABC Hotel has a significant effect on employee performance in the working environment. The outcome of this study aligns with past studies by Hermawan *et al.* (2020), their study involved 200 participants within the manufacturing sector in Tangerang, Indonesia. The study revealed statistically significant evidence indicating that organizational citizenship behavior has a strong impact on employee performance. Ridwan *et al.* (2020) also supported that organizational citizenship behavior plays a role in shaping employee performance. Their study, which involved 211 participants from SPMI Private University in West Sumatra, provided evidence that the dimensions of organizational citizenship behavior significantly impact employee performance. Concurrently, enhanced organizational citizenship behavior is linked to improved employee performance due to their positively correlated relationship (Hidayah & Harnoto, 2018). The study conducted in Baitul Maal Wat Tamwil (BMT) in Central Java, Indonesia, underscores the significant role played by the dimension of OCB in determining employee performance. This assertion finds further support in the research of Tania *et al.* (2021). Their study involved 68 respondents in PT. BPRS Cilegon Mandiri Indonesia confirmed that employees exhibiting stronger OCB also exhibit higher levels of performance.

5. Conclusion

In conclusion, the hypotheses and objectives of this research were achieved by the overall findings and results. Next, according to Spearman's correlation coefficient, it is indicated that there is a significant relationship between transformational leadership and OCB with employee performance at ABC Hotel. In other words, employee performance will be affected significantly by the implementation of transformational leadership and OCB, which is shown as the results of the regression analysis. Furthermore, the feedback from the open-ended question also proved that the implementation of transformational leadership and OCB will influence employee performance at ABC Hotel. Therefore, the management of ABC Hotel should pay attention and focus on these findings which will improve the quality and performance of the employees in the future.

The research outcomes offer valuable insights for the service industry, particularly regarding the adoption of transformational leadership and the development of OCB. The study confirms that transformational leadership and OCB significantly and positively impact employee performance. This implies that ABC Hotel should prioritize developing transformational leadership qualities within its leadership team and promoting OCB among employees to enhance overall performance and achieve organizational goals.

The findings suggest that fostering transformational leadership and promoting OCB can positively impact employee performance. Employees reported that transformational leadership improves job satisfaction and performance, while OCB contributes to a positive workplace atmosphere and organizational success. To implement these findings, ABC Hotel's human resources management should develop leadership programs and coaching sessions to instill transformational leadership qualities. Establishing a feedback mechanism for employees to evaluate leadership effectiveness is also recommended. Additionally, team-building activities and a recognition and rewards system for employees exhibiting OCB can enhance workplace culture and productivity.

Acknowledgement

The author would like to thank the Faculty of Technology Management and Business, Universiti Tun Hussein Onn Malaysia for its support.

Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm their contribution to the paper as follows: **study conception and design:** Yet Shi Chan, Fadillah Ismail; **data collection:** Yet Shi Chan; **analysis and interpretation of results:** Yet Shi Chan; **draft manuscript preparation:** Shiau Wei Chan, Md Fauzi Ahmad, Izzuddin Zaman. All authors reviewed the results and approved the final version of the manuscript.

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