

# Servant leadership and work-family enrichment among hotel employees in Russia\*

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## Abstract

This study investigates work-to-family enrichment (WFE) and family-to-work enrichment (FWE) as the two intervening mechanisms linking servant leadership to propensity to leave work early (PLE) and service recovery performance (SRP). Data gathered from hotel customer-contact employees via a time-lagged survey design and their immediate supervisors in Russia were used to assess the aforesaid relationships through structural equation modelling. As predicted, servant leadership stimulates both WFE and FWE and boosts SRP, while it alleviates PLE. Consistent with the study prediction, WFE partly mediates the linkage between servant leadership and SRP. As hypothesized, FWE partly mediates the relationship between servant leadership and PLE. The rest of the linkages are not supported by the empirical data.

**Keywords:** customer-contact employees; propensity to leave work early; servant leadership; service recovery performance; work-family enrichment

**JEL Codes:** M10, M12,

## 1 Introduction

Customer-contact employees (CCEs) who have frequent interactions with customers play a crucial role in driving customer satisfaction and loyalty. Their effective service recovery efforts enable the organisation to retain a pool of satisfied and loyal customers (Karatepe/Ozturk/Kim 2019a). Therefore, such employees are expected to display service recovery performance (SRP), which is defined as "...frontline service employees' perceptions of their own abilities and actions to resolve a service failure to the satisfaction of the customer" (Babakus/Yavas/Karatepe/Avci 2003: 274). Management should retain talented employees who are able to deal with a number of customer complaints and spend significant amount of time serving customers.

Said employees are likely to exhibit nonattendance intentions in the form of propensity to leave work early (PLE). Using the definition of lateness attitude given by Foust, Elicker, and Levy (2006), PLE is defined as a bundle of cognitive and affective responses to leaving work early. PLE is a nonattendance inten-

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tion that is triggered by promises broken by the employer and is likely to make employees thwart effective service delivery and influence their co-workers' morale deleteriously (cf. Kaya/Karatepe 2020a).

When these talented employees work in an environment where they possess unfavourable perceptions of leadership practices as well as family-friendly programs, they are likely to exhibit poor customer service and undesirable outcomes. Thus, amassing an understanding of the work and non-work factors affecting CCEs' outcomes is of paramount importance to service companies. As a relevant and significant leadership style, servant leadership is likely to respond to the need mentioned above by creating an environment where leaders encourage, motivate, and inspire employees to accomplish service excellence (Jaramillo/Bande/Varela 2015). According to Greenleaf (1977: 27), "The servant leader is servant first. It begins with a natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead".

The key characteristic of servant leadership is "going beyond one's self-interest" (Van Dierendonck, 2011: 1230). Servant leaders centre on serving the needs of others and believe that their actions are driven by honesty and integrity (Van Dierendonck/ Stam/Boersma/De Windt/Alkema 2014). Servant leaders possess moral courage at elevated levels due to the fact that they consider the interests of others over the interests of the self (Jaramillo et al. 2015). Leaders with such perspective attribute success to their followers in lieu of themselves (Van Dierendonck et al. 2014). Brownell (2010: 375) states, "Servant leaders have the potential to address the hospitality industry's most pressing concerns as the business world struggles to find a path toward integrity and ethical conduct in the wake of abuses and corrupt practices." Servant leadership is a promising leadership style for hospitality companies (Brownell 2010; Kaya/Karatepe 2020b). There is also evidence that various service companies (e.g. Southwest Airlines, Starbucks) implement servant leadership successfully (Bouzari/Karatepe 2017).

Servant leadership can also enhance work-family enrichment, which is a multi-dimensional construct. Work-to-family enrichment (WFE) and family-to-work enrichment (FWE) are the two components of work-family enrichment, which refers to "the extent to which experiences in one role improve the quality of life in the other role" (Greenhaus/Powell 2006: 73). Work-family enrichment which is not only beneficial for CCEs but also for their managers is still an underresearched topic in comparison to work-family conflict (e.g. Rastogi/Karatepe/ Mehmetoglu 2019). Servant leadership is an important antecedent fostering WFE (Zhang/Kwan/Everett/Jian 2012). Crain and Hammer's (2013) systematic review about two directions of enrichment between work and family domains reveals that more than 80 antecedents to WFE and/or FWE have been studied. Surprisingly, none of them has included servant leadership as an antecedent. There seems to be only three studies that have assessed the direct or indirect

linkage between servant leadership and WFE (Zhang et al. 2012) or work-to-family positive spillover (Tang/Kwan/Zhang/Zhu 2016; Wang/ Kwan/Zhou 2017). However, these studies have not gauged the *direct* impact of servant leadership on both WFE and FWE. This shows the lack of evidence regarding the impact of servant leadership on workers outside the workplace (cf. Van Dierendonck 2011; Zhang et al. 2012). This is evident in Eva, Robin, Sendjaya, Van Dierendonck, and Liden's (2019) recent systematic review of servant leadership-related studies. In addition to this void, there is still a need for more research appertaining to the factors influencing both WFE and FWE (Ghislieri/ Gatti/ Molino/Cortese 2017; Li/McCauley/Shaffer 2017).

Kaya and Karatepe (2020b) demonstrated that there were 18 studies about servant leadership published in major hospitality and tourism journals between the years of 2014 and 2019. None of these studies measured WFE and/or FWE as the outcomes of servant leadership. Such gap is also obvious in Bavik's (2020) systematic review of the servant leadership literature.

Crain and Hammer's (2013) study does not present evidence regarding the effects of WFE and FWE on PLE and SRP. This is observed in Morganson and Atkinson's (2017) review. In addition, little is known about the mechanism through which servant leadership is related to affective and behavioural outcomes (Chiniara/Bentein 2016; Ilkhanizadeh/Karatepe, 2018; Karatepe et al. 2019a). Yet these studies have not focused on WFE and FWE as the two mediating mechanisms linking servant leadership to employee outcomes such as PLE and SRP.

Against the above backdrop, this paper seeks to understand the two aforesaid intervening mechanisms that link servant leadership to CCEs' outcomes. The objectives of this paper are therefore to assess: (a) the impact of servant leadership on WFE, FWE, PLE, and SRP; (b) the impacts of WFE and FWE on PLE and SRP; and (c) WFE and FWE as the two mediating mechanisms linking servant leadership to the aforesaid employee outcomes.

These linkages are assessed through data gathered from hotel employees in Russia. Russia, as one of the emerging economies in the global environment, is an important tourism destination with a number of historical and natural attractions. In 2018, almost 25 million tourists visited Russia (Statista 2020). However, the country suffers from poor services delivered by hospitality and tourism workers with low qualifications (Andrades/Dimanche 2017). These poor services are likely to result in a number of complaints. Although tourism has a significant potential for generating employment in Russia, its tourism industry "... has dramatically been understudied..." (Andrades/Dimanche 2017: 362).

In today's modern Russian society, both men and women participate in the hospitality and tourism workforce to obtain sufficient income for their families. In

the case of women's unemployment or refusal to work in favour of the family, the total family income significantly decreases. Twenty-eight percent of the Russian families are single mothers with children (Federal State Statistics Service 2015). In such families, employed women besides their work responsibilities usually bear the full responsibility for the household and familial tasks (Kabaikina/Sushchenko 2017). Under these circumstances, successful servant leadership practices as well as work-family enrichment would enable both men and women to balance their work (family) and family (work) responsibilities.

In a market environment where there is stiffening competition, accumulating an understanding of the servant leadership → work-family enrichment → PLE and SRP relationships is significant because positive benefits to be derived from servant leadership as well as both WFE and FWE are likely to engender positive outcomes. In the next section, the research model and hypotheses which are developed based on work-family enrichment and social exchange theories as well as evidence borrowed from the empirical studies in the extant literature are presented. This is followed by discussions of the method and the findings of the empirical study conducted with hotel CCEs. This paper culminates with implications for theory and business practice.

## 2 Research model and hypotheses

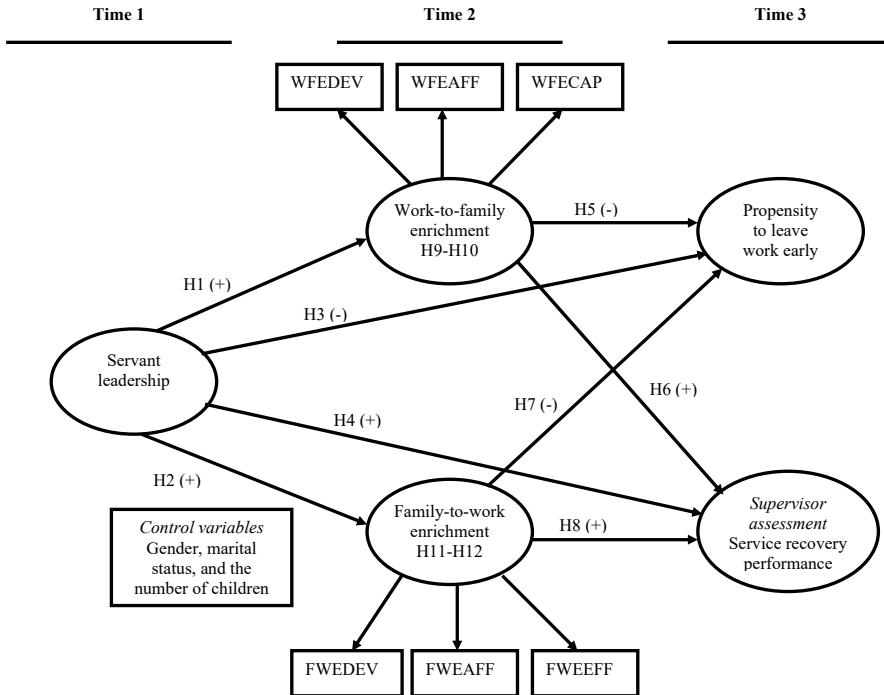
### 2.1 Research model

WFE is represented by development, affect, and capital, while FWE is represented by development, affect, and efficiency (Carlson/Kacmar/Wayne/Grzywacz 2006). WFE development entails the acquisition or refinement of the resource gains of skills, knowledge, behaviours, and perspective as a result of involvement in work, helping the individual to be a better member in the family domain (Carlson et al. 2006). WFE capital is defined as "...when involvement in work promotes levels of psychosocial resources such as a sense of security, confidence, accomplishment, or self-fulfilment that helps the individual to be a better family member", while WFE affect is defined as "when involvement in work results in a positive emotional state or attitude which helps the individual to be a better family member" (Carlson et al. 2006: 140).

Similar to WFE affect, FWE affect refers to individuals' involvement in family, which engenders "...a positive emotional state or attitude which helps the individual to be a better worker" (Carlson et al. 2006: 141). Again similar to WFE development, FWE development encompasses the acquisition or refinement of the resource gains of skills, knowledge, behaviours, and perspective as a result of involvement in family, helping the individual to be a better member in the work domain (Carlson et al. 2006). FWE efficiency refers to "...when involvement with family provides a sense of focus or urgency which helps the individual to be a better worker" (Carlson et al. 2006: 141).

The relationships among the study constructs are shown in the research model in Figure 1. Servant leadership fosters CCEs' WFE and FWE as well as their SRP, while it reduces their PLE. According to the model, both WFE and FWE activate employees' SRP, while they alleviate employees' PLE. The model also proposes that both WFE and FWE mediate the impact of servant leadership on PLE and SRP. Several control variables (e.g. marital status) are used to ascertain the potential confounding effects.

**Figure 1: Research model**



*Note.* WFEDEV = Work-to-family enrichment development; WFEAFF = Work-to-family enrichment affect; WFECAP = Work-to-family enrichment capital; FWEDEV = Family-to-work enrichment development; FWEAFF = Family-to-work enrichment affect; FWEEFF = Family-to-work enrichment efficiency.

## 2.2 Hypotheses

According to work-family enrichment theory, there are five types of resources that can be generated in a role: “skills and perspectives”, “psychological and physical resources”, “social capital resources”, “flexibility”, and “material resources” (Greenhaus/Powell 2006). A number of skills derived from role experiences include cognitive and interpersonal skills, multitasking skills, knowledge

and wisdom, and coping skills, while perspectives consist of ways handling situations (Greenhaus/Powell 2006). Social capital resources are comprised of influence and information that are derived from interpersonal relationships in the work and family domains, enabling individuals to accomplish organisational goals, while psychological and physical resources consist of personal hardiness, self-esteem, and/or self-efficacy (Greenhaus/Powell 2006). Material resources contain money and gifts acquired in the work and family domains, while flexibility refers to "...discretion to determine the timing, pace, and location at which role requirements are met" (Greenhaus/Powell 2006: 80).

Resources obtained at work can be transferred to the family domain and enable CCEs to fulfil the family requirements and enhance their family lives (Tang et al. 2016). Specifically, in an environment where servant leadership is practiced, skills and perspectives, information, and flexibility obtained in the organisation can be used in the family domain and help employees meet the family expectations and requirements effectively (Tang et al. 2016; Zhang et al. 2012). This suggests a positive association between servant leadership and WFE.

Siu et al. (2010: 472) state, "...certain predictors that are significantly related to one type of enrichment are also significantly related to the other type of enrichment". This is supported by evidence in the extant literature. For example, Litano, Major, Landers, Streets, and Bass's (2016) meta-analytic work showed that leader-member exchange was positively linked to both WFE and FWE. Karatepe and Bekteshi (2008) found that work social support fostered WFE and FWE. These findings suggest that some work-related resources have cross-domain impacts on FWE.

As proposed by Greenhaus and Powell (2006), the knowledge, skills, and perspectives obtained from either role set will result in both WFE and FWE. Congruent with this proposition, we contend that servant leadership positively influences FWE. Employees are more involved in their work as a result of significant support provided by their family members, who appreciate the successful implementation of servant leadership. Broadly speaking, servant leaders have strong bonds with their followers and provide opportunities to them for career progress and skill development. Servant leaders act as role models, inspire trust, and enable their followers to learn from their mistakes (Van Dierendonck, 2011). Servant leaders are family-supportive because they pay particular attention to their followers' interests.

When family members observe that the employee returns home happily, they are likely to appreciate servant leadership that helps the employee fulfil the requirements of the family role and become a 'good man'. In return for servant leadership, these family members provide support to the employee to be a better worker in the organisation and encourage him or her to be more focused at work. This puts the employee in a good mood and makes him or her happy. In short, the

employee's happiness at home resulting from the successful implementation of servant leadership has a positive spillover effect on his or her activities in the family domain and encourages family members to support him or her through love and respect. This suggests a positive association between servant leadership and FWE among CCEs.

The extant literature, however, shows no empirical study that has gauged the impact of servant leadership on both WFE and FWE among CCEs so far. It appears that there are three studies that have tested the linkage between servant leadership and WFE. Specifically, Zhang et al. (2012) indicated that servant leadership stimulated employees' WFE. Diminished exhaustion and enriched personal learning were the two mediators between servant leadership and work-family positive spillover (Tang et al., 2016), while identification with manager acted as a mediator between servant leadership and work-family positive spillover (Wang et al., 2017). Therefore, it is advanced that:

*H1: Servant leadership relates positively to WFE.*

*H2: Servant leadership relates positively to FWE.*

Social exchange theory which is an important paradigm for understanding employees' behaviours at work proposes that there are certain rules of exchange both managers and employees should have adherence to (Croppanzano/Mitchell 2005). This gives rise to a trusting and loyal relationship between managers and employees. When employees perceive that servant leadership is practiced effectively, they feel obligated to repay the organisation via desirable outcomes. This is because of the fact that servant leaders focus on serving the needs of subordinates, listen well, empower subordinates, practice stewardship, help subordinates thrive in challenging situations, show empathy, and have a strong commitment to human development as well as the establishment of the community (Bouzari/Karatepe 2017; Brownell 2010). Servant leadership enables management to 'walk the talk'. Servant leaders pay particular attention to ethical principles and are role models for employees about acceptable and unacceptable events (Jaramillo et al. 2015). In this environment, customers may also have positive perceptions about employees' concerted efforts that have focused on the effective solutions of customer complaints (cf. Cambra-Fierro/Melero-Polo 2017).

Studies report that servant leadership activates serving culture, has a positive influence on psychological capital, reduces burnout, enhances trust climate, and fosters delivery of quality services to customers, (e.g. Babakus/Yavas/Ashill 2011; Liden/ Wayne/Liao/Meuser 2014). However, it seems that there is no empirical study, which has gauged the direct linkage between servant leadership and PLE and SRP among CCEs so far. Therefore, it is postulated that:

*H3: Servant leadership relates negatively to PLE.*

*H4: Servant leadership relates positively to SRP.*

Work-family enrichment theory also asserts that resources accumulated in the work domain are likely to activate performance at work (Greenhaus/Powell 2006). Karatepe and Demir's (2014) paper demonstrated both work-family and family-work facilitation as the outcomes of work engagement. This study considers SRP one of the crucial performance consequences (Tuan/Thao 2018) and PLE one of the underresearched nonattendance intentions (Karatepe/Ozturk/Kim 2019b). In short, obtaining resources in the work domain engenders positive outcomes such as reduced PLE and enhanced SRP. Hence, it is postulated that:

*H5: WFE relates negatively to PLE.*

*H6: WFE relates positively to SRP.*

Employees perceiving that their family members are supportive and appreciate the work done in the organisation display desirable outcomes. That is, they focus more on the requirements of the job, are motivated to manage various challenging service encounters, and become one of the individuals performing at high levels in the organisation. Such employees also stay longer in the organisation to complete their tasks based on organisational standards. Crain and Hammer's (2013) study demonstrates that job effort, job performance, organisational citizenship behaviours, or reduced quitting intentions are among the outcomes of FWE. Accordingly, it is proposed that resources obtained in the family domain can be allocated to the work domain. This enables employees to manage difficult situations and handle customer problems effectively. Such employees are also inclined to exhibit low levels of PLE. What is proposed above is in line with work-family enrichment theory (Greenhaus/Powell 2006). Therefore, the following hypotheses are postulated:

*H7: FWE relates negatively to PLE.*

*H8: FWE relates positively to SRP.*

The previously mentioned linkages suggest the mediating role of WFE in the association between servant leadership and PLE and SRP. Social exchange theory can also be used to link servant leadership to PLE and SRP through the mediating roles of WFE and FWE. As argued earlier, both managers and employees should comply with certain rules of exchange (Croppanzano/Mitchell 2005). When CCEs find that the presence of servant leadership practices helps them integrate their work and family roles, they feel obliged to reciprocate with positive outcomes such as reduced PLE and effective SRP. This is not surprising because they perceive that leaders in the organisation are really family-supportive

(Tang/Siu/Cheung 2014) and attach priority to their followers' interests. This refers to WFE as an intervening mechanism between servant leadership and the aforesaid consequences.

Past and recent studies lend credence to WFE as a mediator. For instance, Baral and Bhargava (2010) found that WFE mediated the effects of job characteristics on job satisfaction, organisational commitment, and organisational citizenship behaviours, while it mediated the influence of supervisor support on organisational commitment. Nicklin and McNall's (2013) study documented that WFE affect and WFE capital linked supervisor support to job satisfaction. Tang et al. (2014) reported that support emerging from supervisors and organisational support were associated with job satisfaction through WFE. According to Wang et al.'s (2017) study, identification with manager and work-family positive spillover linked servant leadership to balance between work and family domains. In light of social exchange theory and the evidence presented above, it is postulated that:

*H9: WFE partly mediates the linkage between servant leadership and PLE.*

*H10: WFE partly mediates the linkage between servant leadership and SRP.*

The previously mentioned associations also suggest that FWE is a mediator between servant leadership and PLE and SRP. Servant leadership establishes and maintains an environment where employees learn coping skills, multitasking skills, and interpersonal skills and obtain knowledge and wisdom. The knowledge and skills as well as other resources derived from the workplace where servant leadership is implemented are shared or used by employees in the family domain and make the family members possess favourable perceptions of the organisation. Fulfilling family responsibilities fosters positive affect in the employee's work domain and helps him or her develop quality relationships at work. This would be due to resources generated from the family domain as a return for the effective implementation of servant leadership. As a result of familial resources enabling the employee to be a better worker, it seems likely that he or she develops quality relationships with his or her colleagues and managers at work (Litano et al., 2016). Under these circumstances, the employee feels obliged to repay the company via diminished PLE and good SRP. This refers to the mediating role of FWE in the linkage between servant leadership and PLE and SRP. Siu et al. (2010) tested job engagement as a mediator between autonomy (job resource) and FWE and reported the mediated impact of job engagement in the linkage between autonomy and FWE.

In view of the above discussion, it is proposed that the effect of servant leadership on PLE and SRP is partly mediated by FWE. Based on this reasoning, it is postulated that:

*H11: FWE partly mediates the linkage between servant leadership and PLE.*

*H12: FWE partly mediates the linkage between servant leadership and SRP.*

### 3 Method

#### 3.1 Participants and procedures

The judgmental sampling procedure was applied. Specifically, this study utilized several criteria to determine the sample. First, CCEs were included in the study. This is because of the fact that they are the first port of call for unhappy and disgruntled customers, have an important role in the provision of exceptional quality, and determine the brand value (e.g. Boshoff and Allen, 2000). In addition, these employees may exhibit PLE at elevated levels if the organisation does not keep its promises given to employees (Kaya/Karatepe 2020a). Second, the sample consisted of full-time CCEs because full-time employees spend more time with supervisors in the workplace and work longer than do part-time employees. Therefore, they are in a better position to assess their supervisors' servant leadership as well as their WFE and FWE.

Data were gathered from a sample of CCEs (e.g. waiters/waitresses, receptionists) in the international 5- and 4-star chain hotels in Saint Petersburg in Russia. Three 5-star and 2 4-star hotels permitted the researcher to collect data. The researcher managed the data collection process with the help of a coordinator assigned by management of each hotel. Respondents were assured of anonymity and confidentiality. The researcher distributed the surveys to the participants in envelopes and then collected them back in sealed envelopes which were placed in the plastic folders. The same procedures were utilized for collecting the surveys from supervisors.

To minimize common method variance, (Podsakoff/MacKenzie/Podsakoff 2012), data were obtained in three waves using 1-week time lag between each wave. In addition, data were gathered from employees' supervisors for the assessment of their SRP. This is important because using self-report data for performance-related outcomes is prone to common method variance. Supervisor ratings of CCEs' SRP (the supervisor survey) were matched with the surveys that included the servant leadership (the Time 1 survey), WFE (the Time 2 survey), FWE (the Time 2 survey), and PLE (the Time 3 survey) measures. The employee and supervisor surveys were also matched with each other through identification codes (i.e. 1, 2, 3...). Using an identification code for each employee enabled the researcher to match the employee and supervisor surveys with each other. Without this, it would not be possible to complete the matching. Items about participants' profile were in the last page of the Time 1 survey.

Two hundred and seventy employees in 5 hotels were invited to fill out the Time 1 surveys. Two hundred and eleven surveys were returned. The same employees

were requested to participate in the study at Time 2. One hundred and eighty-eight surveys were obtained. In the third wave, the same employees were requested to complete the Time 3 surveys. One hundred and fifty-nine surveys were received, yielding a response rate of 58.9 % (159/270). Thirty-seven supervisors assessed 159 employees' SRP. Table 1 presents participants' profile.

**Table 1: Participants' profile (n = 159)**

<i>Age</i>	<i># of participants</i>	<i>Percentage</i>
18–27	78	49.1
28–37	55	34.6
38–47	16	10.1
48–57	9	5.6
58 and above	1	0.6
<i>Gender</i>		
Male	51	32.1
Female	108	67.9
<i>Education</i>		
Primary school	1	0.6
Secondary and high school	68	42.8
Two-year college degree	42	26.4
Four-year college degree	45	28.3
Graduate degree	3	1.9
<i>Organisational tenure</i>		
Less than 1 year	46	28.9
1–5	84	52.8
6–10	24	15.1
11–15	5	3.2
<i>Marital status</i>		
Single or divorced	68	42.8
Married	91	57.2
<i>The number of children</i>		
None	87	54.7
1–2	67	42.2
3–4	4	2.5
5 and above	1	0.6

### 3.2 Measures

Servant leadership was operationalised via 7 items from Liden et al. (2014). WFE and FWE were operationalised with items from Carlson et al. (2006). WFE (FWE) development, WFE (FWE) affect, and WFE (FWE) capital (efficiency) each was measured through 3 items. To measure PLE, three items were adapted from Foust et al.'s (2006) lateness attitude scale. Items used in this study were "Leaving work early should be acceptable as long as the work gets finished", "Leaving work early occasionally should be acceptable", and "I find it

acceptable to leave work ten minutes early". Five items came from Boshoff and Allen (2000) to assess CCEs' SRP.

Items that belonged to servant leadership and PLE included a seven-point scale ("7 = strongly agree" to "1 = strongly disagree"). Items that belonged to WFE, FWE, and SRP included a five-point scale ("5 = strongly agree" to "1 = strongly disagree").

The back-translation method was utilized for all of the surveys. Two independent academicians who were fluent in Russian and English took part in the process. In the first stage, all of the surveys were originally prepared in English by the researchers. In the second stage, one of the academicians translated them into Russian and then the other academician translated it from Russian into English. In the last stage, the researchers completed the cross-linguistic comparability of the surveys. To ensure proper understanding, all surveys were subjected to three pilot samples of 5 non-supervisory employees. The supervisor survey was subjected to a pilot sample of 5 supervisory employees. The findings highlighted no need for changes in the wording of items.

### 3.3 Data analysis

This paper employed Anderson and Gerbing's (1988) two-step approach. In the first step, the nine-factor measurement model was subjected to confirmatory factor analysis (CFA) to confirm convergent and discriminant validity and report composite reliability (Anderson/Gerbing 1988; Bagozzi/Yi 1988; Fornell/Larcker, 1981). In the second step, the study hypotheses were gauged through structural equation modelling. Using domain-representative parcelling acknowledges the multidimensional nature of WFE and FWE, solves the problems associated with high correlations between the individual indicators (e.g. FWE affect and FWE efficiency), and tests complex models with limited sample sizes (cf. Babakus et al. 2003; Williams/O'Boyle 2008). Therefore, this paper utilized the composite scores of each set of items that included WFE development, WFE affect, and WFE capital as the indicators of WFE. This was also done for FWE development, FWE affect, and FWE efficiency, which were treated as the indicators of FWE. The mediating effects were tested using the Sobel test. This study also compared the partially mediated model with an alternative model that included full mediation.

Covariance matrices were tapped to test the measurement model and assess the study hypotheses in the structural model through LISREL 8.30 (Joreskog/Sorbom 1996). This study utilized the fit statistics such as " $\chi^2/df$ , comparative fit index (CFI), parsimony normed fit index (PNFI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR)" to make an assessment of the measurement and structural models.

## 4 Results

### 4.1 Psychometric properties of the measures

One item from the servant leadership measure was dropped during CFA because of its loading, which was smaller than .40. The nine-factor measurement model fit the data well:  $\chi^2 = 595.38$ ,  $df = 426$ ;  $\chi^2 / df = 1.40$ ; CFI = 0.94; PNFI = 0.72; RMSEA = 0.05; SRMR = 0.07.

Twenty-four out of 32 loadings were above 0.70 and all loadings were significant ( $> 2.58$ ,  $p < 0.01$ ). The average variance extracted (AVE) by WFE development, WFE affect, WFE capital, FWE development, FWE affect, FWE efficiency, PLE, and SRP was 0.75, 0.82, 0.76, 0.77, 0.87, 0.73, 0.72, and 0.55, respectively. However, the AVE by servant leadership was 0.34. Though it was lower than 0.50, the magnitudes of the loadings for servant leadership ranged from 0.46 to 0.69 and all loadings were significant (Anderson/Gerbing 1988). Importantly, the AVE by servant leadership did not *deteriorate* the model fit statistics. Jiang, Klein, and Carr (2002) also argue that the AVE for a latent construct may still be below 0.50 though its composite reliability score is above 0.60. As a result, convergent validity was verified (Anderson/Gerbing 1988; Fornell/Larcker 1981).

The result pertaining to the square root of the AVE for each construct was larger than the correlation involving the constructs (Fornell/Larcker 1981). However, the square root of the AVE for WFE capital was smaller than the correlation (0.89) between WFE affect and WFE capital. Therefore, this study utilized pairwise  $\chi^2$  difference test to re-check discriminant validity (Anderson/Gerbing 1988). The finding was significant ( $\Delta\chi^2 = 70.91$ ,  $df = 1$ ,  $p < 0.05$ ). Consequently, discriminant validity was confirmed.

All composite reliabilities were deemed acceptable ( $> 0.60$ ) (Bagozzi/Yi 1988). That is, composite reliability for servant leadership, WFE development, WFE affect, WFE capital, FWE development, FWE affect, FWE efficiency, PLE, and SRP was 0.74, 0.90, 0.93, 0.91, 0.91, 0.95, 0.89, 0.89, and 0.86, respectively. These results collectively illustrated that the measures were reliable. Descriptive statistics and correlations of observed variables are presented in Table 2.

**Table 2: Summary statistics and correlations of observed variables**

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Gender	0.68	0.47	-											
2. Marital status	0.57	0.50	-0.077	-										
3. The number of children	1.49	0.58	-0.139	0.489*	-									
4. Servant leadership	4.36	0.99	0.134	-0.014	0.152	-								
5. WFE development	3.33	0.91	0.048	-0.036	0.035	0.315**	-							
6. WFE affect	3.49	0.94	0.195 <sup>†</sup>	0.065	0.016	0.350**	0.500**	-						
7. WFE capital	3.73	0.90	0.200 <sup>†</sup>	0.115	0.076	0.357**	0.516**	0.815**	-					
8. FWE development	3.95	0.81	-0.017	0.124	0.097	0.331**	0.320**	0.394**	0.420**	-				
9. FWE affect	4.20	0.82	-0.045	0.243**	0.092	0.173*	0.308**	0.476**	0.529**	0.636**	-			
10. FWE efficiency	3.93	0.90	-0.038	0.254**	0.176*	0.238**	0.324**	0.422**	0.404*	0.637**	0.710**	-		
11. Propensity to leave work early	2.70	1.31	-0.124	-0.021	-0.040	-0.331**	-0.128	-0.062	-0.154	-0.251**	.214*	-0.246*	-	
12. Service recovery performance	3.97	0.68	0.119	-0.051	-0.053	0.384**	0.271**	0.340**	0.444**	0.195*	0.209**	0.130	-0.095	-

*Note.* Composite scores for each variable were computed by averaging scores across items representing that variable. Gender (0 = male and 1 = female) and marital status (0 = single or divorced and 1 = married) were coded as binary variables. The number of children was measured using four categories. \*p < 0.05, \*\*p < 0.01 (two-tailed test). WFE = Work-to-family enrichment; FWE = Family-to-work enrichment. SD: Standard deviation.

#### 4.2 Model test results

Data used in this study did not seem to violate the normality assumption (skewness  $< 3.00$ ) (Kline 2011). Specifically, the values of skewness ranged from -1.047 to 0.493. The partially mediated model ( $\chi^2 = 294.55$ ,  $df = 204$ ) was compared with the fully mediated model ( $\chi^2 = 311.98$ ,  $df = 206$ ) using the  $\chi^2$  difference test ( $p < 0.05$ ). The result was significant. That is, the partially mediated model possessed a better fit than the fully mediated model ( $\Delta\chi^2 = 17.43$ ,  $\Delta df = 2$ ).

The partially mediated model demonstrated a good fit with the data ( $\chi^2 = 294.55$ ,  $df = 204$ ;  $\chi^2 / df = 1.44$ ; CFI = 0.94; PNFI = 0.67; RMSEA = 0.05; SRMR = 0.07). The findings (Table 3) surfacing from structural equation modelling demonstrated that servant leadership exerted a positive impact on both WFE ( $\beta_{21} = 0.43$ ,  $t = 3.09$ ) and FWE ( $\beta_{31} = 0.33$ ,  $t = 2.71$ ). Hence, the empirical data supported hypotheses 1 and 2. The empirical data also supported hypotheses 3 and 4 because servant leadership depicted a negative relationship with PLE ( $\beta_{41} = -0.39$ ,  $t = -2.90$ ), while it portrayed a positive association with SRP ( $\beta_{51} = 0.27$ ,  $t = 2.30$ ).

**Table 3: Structural model test results**

	Para- meter esti- mate	t-value	Supported/ Not supported
<i>Direct effects</i>			
H1. Servant leadership → WFE ( $\beta_{21}$ )	0.43	3.09	Supported
H2. Servant leadership → FWE ( $\beta_{31}$ )	0.33	2.71	Supported
H3. Servant leadership → Propensity to leave work early ( $\beta_{41}$ )	-0.39	-2.90	Supported
H4. Servant leadership → Service recovery performance ( $\beta_{51}$ )	0.27	2.30	Supported
H5. WFE → Propensity to leave work early ( $\beta_{42}$ )	0.28	2.20	Not supported
H6. WFE → Service recovery performance ( $\beta_{52}$ )	0.47	3.53	Supported
H7. FWE → Propensity to leave work early ( $\beta_{43}$ )	-0.40	-3.21	Supported
H8. FWE → Service recovery performance ( $\beta_{53}$ )	-0.19	-1.65	Not supported
<i>Mediating effects</i>			
H9. Servant leadership → WFE → Propensity to leave work early		1.76	Not supported
H10. Servant leadership → WFE → Service recovery performance		2.34	Supported
H11. Servant leadership → FWE → Propensity to leave work early		-2.12	Supported
H12. Servant leadership → FWE → Service recovery performance		–	Not supported

	Para- meter esti- mate	t-value	Supported/ Not supported
<i>Indicators of WFE and FWE (<math>\lambda</math>)</i>			
WFE development	0.56	-	
WFE affect	0.88	7.58	
WFE capital	0.93	7.66	
FWE development	0.75	-	
FWE affect	0.87	10.42	
FWE efficiency	0.83	10.05	
Marital status → Servant leadership ( $\lambda_{12}$ )	-0.25	-2.21	
The number of children → Servant leadership ( $\lambda_{13}$ )	0.30	2.53	
Marital status → WFE ( $\lambda_{22}$ )	0.20	2.09	
Marital status → FWE ( $\lambda_{32}$ )	0.33	3.42	

$R^2$  for servant leadership 0.10; WFE 0.23; FWE 0.17; propensity to leave work early 0.26; and service recovery performance 0.30

*Note.* T- values: two-tailed test  $t > 1.96$ ,  $p < 0.05$ ; and  $t > 2.58$ ,  $p < 0.01$ . WFE = Work-to-family enrichment; FWE = Family-to-work enrichment. – FWE is not significantly related to service recovery performance. Therefore, the mediating effect cannot be calculated. \* The loadings of WFE development and FWE development were initially fixed to 1.00 to set the metric for the underlying WFE and FWE constructs.

The results illustrated that WFE exerted a positive influence on SRP ( $\beta_{52} = 0.47$ ,  $t = 3.53$ ). Hence, hypothesis 6 was supported. Unexpectedly, WFE was positively associated with PLE ( $\beta_{42} = 0.28$ ,  $t = 2.20$ ). Therefore, hypothesis 5 was not supported. No empirical support existed for hypothesis 8 because of the non-significant impact of FWE on SRP ( $\beta_{53} = -0.19$ ,  $t = -1.65$ ). The results revealed that FWE had a negative influence on PLE ( $\beta_{43} = -0.40$ ,  $t = -3.21$ ). Hence, hypothesis 7 was supported.

The Sobel test result showed that WFE was a partial mediator between servant leadership and SRP ( $z = 2.34$ ). Hence, hypothesis 10 was supported. According to the Sobel test result, FWE was a partial mediator between servant leadership and PLE ( $z = -2.12$ ). Hence, the empirical data supported hypothesis 11. There was no empirical support appertaining to the servant leadership → WFE → PLE relationship as well as the servant leadership → FWE → SRP relationship. Hence, hypotheses 9 and 12 were not supported.

The findings explained 10 % of the variance in servant leadership, 23 % in WFE, 17 % in FWE, 26 % in PLE, and 30 % in SRP. The results given in Table 3 illustrated that married employees had unfavourable perceptions of servant leadership practices, while the ones with more children exhibited favourable percep-

tions of servant leadership practices. The findings further showed that married employees had favourable perceptions of WFE and FWE. Although married employees had unfavourable perceptions of servant leadership practices, they displayed favourable perceptions of WFE. This may be because of the fact that supervisors might have given priorities (e.g. flexible work hour arrangement) to the ones who possessed more children. Finally, married respondents perceived that their involvement in family helped them to be a better worker.

Without the control variables, the significance of the effects did not change. However, the finding concerning the significant influence of WFE on PLE disappeared. The analysis was made without gender but with marital status and the number of children. The findings regarding the non-significant effect of WFE on PLE did not change. The results implicitly demonstrated that the relationship between the two constructs was confounded by gender.

## 5 Discussion

### 5.1 Key findings

The test of the study's research model verified that servant leadership which is a critical leadership style for the hospitality industry is an antecedent to CCEs' WFE and FWE. Servant leaders are family-supportive leaders, know that employees cannot be productive in an environment where they are unable to manage work and family roles and offer resources to their followers in the form of work social support and family-friendly programs. These employees take advantage of resources resulting from the successful implementation of servant leadership to balance their work and family roles (Tang et al. 2016). As a result, employees transfer resources obtained in the workplace to the family domain, share and/or use them to contribute to the family life, and be a better family member. This is congruent with work-family enrichment theory (Greenhaus/Powell 2006) and limited evidence in the literature (Zhang et al. 2012).

The finding regarding the positive linkage between servant leadership and FWE suggests that employees take advantage of resources surfacing from the effective implementation of servant leadership. As highlighted by Siu et al. (2010), certain work-related variables can positively influence both WFE and FWE and servant leadership is one of these variables. Specifically, servant leadership makes employees become happy at work and provides resources to employees for an effective management of work and family roles. Employees' family members who observe that employees can happily deal with family responsibilities as a result of the effective implementation of servant leadership help them focus more on their work by providing resources in the form of family social support. The abovementioned findings enhance the existing knowledge base since no empirical study has investigated the impact of servant leadership on both WFE and FWE so far (Wang et al. 2017).

In line with work-family enrichment theory (Greenhaus/Powell 2006), WFE positively affects CCEs' SRP. This finding suggests that enrichment between work and family roles enables CCEs to acquire skills, gain knowledge, and possess a sense of achievement. The ones who can enrich work and family roles are effective service recovery performers. Unexpectedly, the findings suggest that WFE heightens PLE. There is one plausible explanation for such a finding. Specifically, gender confounds the association between these two constructs. As highlighted earlier, women in Russia are responsible for the household and familial tasks. Sixty percent of the study sample consists of female employees and these employees may have found psychosocial support (e.g. counselling) insufficient and resource gains of skills and knowledge inadequate as a result of their involvement in work. Under these conditions, they may have exhibited PLE at elevated levels. Inclusion of PLE and SRP in the work-family enrichment research is an important addition to current knowledge due to the dearth of evidence regarding the effects of WFE and FWE on these critical outcomes (Crain/Hammer 2013).

The findings concerning the influence of servant leadership on PLE and SRP are in agreement with social exchange theory (Croppanzano/Mitchell 2005). This is significant because employees who perceive that servant leaders focus on the well-being of employees (Bouzari/Karatepe 2017), act based on honesty and integrity (Van Dierendonck et al. 2014), are role models (Liden et al. 2014), and attach priority to employees' growth and development (Jaramillo et al. 2015) repay the organisation through desirable outcomes. That is, they are less inclined to leave work early, while they are more inclined to spend significant time and effort to deal with a number of complaining/disgruntled customers.

The findings further suggest that WFE partly mediates the linkage between servant leadership and SRP. It appears that effective servant leadership practices enable employees to find an opportunity to acquire skills, learn how to understand different perspectives, obtain knowledge, and possess a sense of success. Such employees in turn succeed in handling various types of complaints. This is congruent with social exchange theory that CCEs repay the organisation through higher SRPs.

Employees' involvement in the family domain enables them to be more focused at work and receive adequate support from family members. This is also due to the fact that family members appreciate the effective implementation of servant leadership that has a positive spillover effect on the family life. Employees display low levels of PLE as a result of servant leadership and FWE. In short, FWE is a partial mediator between servant leadership and PLE. Investigating the impacts of WFE and FWE in the intermediate linkages between servant leadership and PLE and SRP responds to the call for more empirical research in the relevant literature (Karatepe et al. 2019b).

## 5.2 Practical implications

From a managerial standpoint, the findings reported in this study are highly relevant and significant to both supervisory and non-supervisory employees. First, data were collected from the Russian employees. It appears that management style in a Russian organisation which is known as 'cooperative' fosters the supportive and trustful culture can enable the relevant individuals to practice servant leadership successfully (cf. Gibbs/Ashill 2013). Therefore, each manager or supervisor in a Russian hotel company is expected to be one of the candidates of being a servant leader. Managers' or supervisors' past and recent attitudes and behaviours toward co-workers, managers, and the organisation will send signals whether they provided generous and genuine care for customers, stayed longer at work to assist their co-workers, were willing to accept and take more responsibility for dealing with problems at work, and/or possessed very good attendance records. This suggests that management should be very careful in promoting non-supervisory employees to supervisory positions.

Second, employees who experience WFE at elevated levels are likely to take advantage of family-friendly programs (e.g. flexible work arrangement). However, the implementation of such family-friendly programs is not so prevalent and successful in the hotel industry (cf. Rastogi et al. 2019). Here there is a need for servant leadership. Servant leaders encourage their followers to avail themselves of such programs in the organisation. This is not surprising because servant leaders put their followers' interests before their own interests and assist them in growing and succeeding.

Third, the findings reveal that WFE heightens employees' PLE. As discussed in the preceding parts, gender confounds the association between these two constructs. It seems that female employees do not find psychosocial support and resource gains of skills and knowledge sufficient. Ergo they display higher PLE. Informed by this, management can organise specific meetings with female employees to identify the potential problems that lead to such nonattendance intention. If these are associated with the lack of psychosocial support and resource gains of skills and knowledge, counselling employees about work- and family-related problems through friendship can be a potential remedy. Specific training programs that underscore the importance of customer-contact positions and the potential promotional opportunities for supervisory and managerial positions should be organised and these programs should contribute to employees' intellectual knowledge about their work role. This implication is important for female employees in a Russian work setting because most of the female individuals participate in the workforce in this country. However, they are also responsible for the household and familial tasks.

Lastly, despite the meticulous efforts of servant leaders, there may be still few CCEs who do not deal with customer requests and problems based on manage-

ment expectations. Such employees may also tend to leave work early. In this case, letting such employees leave the company may be a better solution than insisting on having improvement in their SRP and attendance behaviour.

### 5.3 Limitations and directions for future research

This study has several limitations that future research should address. First, this study adopted a time-lagged design and used supervisor rating for CCEs' SRP to test the study hypotheses. Despite the use of a time-lagged design, the possible reversed effects cannot be determined. Therefore, future studies should obtain cross-lagged panel data to understand the potential reversed effects. For instance, servant leadership at Time 1 may influence WFE at Time 2 and WFE may influence servant leadership at Time 2.

Second, Van Dierendonck et al. (2014) tested the differential pathways relating servant and transformational leadership to job engagement and organisational commitment. Servant leadership is a critical leadership style for the hospitality industry. If so, it should better explain critical employee outcomes such as absenteeism, SRP, PLE, organisational commitment, service innovation behaviour, and job and career satisfaction (e.g. Fryczyńska/Ivanova 2019; Gibbs/Ashill 2013; Guliyev/Avci/Ozturen/Safaeimanesh 2019; Ilkhanizadeh/Karatepe 2018; Smokrović/Žvanut/Bajan/Radić/Žvanut 2019) than other well-known leadership (i.e. ethical and authentic) styles. Future research can conduct such a study.

Third, this study used PLE and SRP as the outcomes of servant leadership and work-family enrichment due to the dearth of evidence in the extant literature. However, PLE and SRP are not necessarily the only important outcomes in frontline service jobs. Other outcomes such as customer satisfaction and customer loyalty as well as actual turnover are equally important. In future research utilizing the abovementioned outcomes would pay dividends. Lastly, in future studies using an experimental design would result in a detailed picture of servant leadership practices (cf. Van Dierendonck et al. 2014).

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