

Effects of Transformational Leadership and Intrinsic Motivations on Organizational Innovation in Hotels and Travel Agencies: The Mediating Roles of Organizational Citizenship Behavior and Organizational Commitment

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Received: 27 June 2024. **Revision received:** 13 January 2025. **Accepted:** 10 March 2025

Abstract

This study examines the cause-effect relationships among transformational leadership (TFL), intrinsic motivations (IMs), and organizational innovation (OI), mediated through organizational citizenship behaviour (OCB) and organizational commitment (OC) in Egyptian hotels and travel agents. Such an investigation may aid in filling a leadership research gap in a developing country like Egypt. The Leader-Member Exchange theory, reflected in TFL, was employed as the theoretical foundation of this study. A quantitative design that aligns with such causal connections was developed through a questionnaire survey distributed to a convenience sample of supervisors. Data from 382 hotel respondents and 315 travel agency respondents ($n = 697$) comprised relevant employees and were collected between March and July 2022. Nine hypotheses are postulated and examined quantitatively using the PLS-SEM technique. The results revealed that: (1) TFL has positively affected OCB, OC, and IMs; (2) IMs have positively affected OCB and OC; (3) OCB and OC have positively affected OI; and (4) OCB and OC act as partial mediators between TFL, IMs, and OI. The study's main contribution is modelling the relationship among the investigated variables in the Egyptian T&H sector. Our study confirms the importance of dyadic interaction between leaders and their followers. Practitioners should exploit a high-quality TFL to obtain favourable employee outcomes, leading to high levels of organizational goals. The study presents the TFL style as a mechanism for generating positive intrinsic attitudes and promoting employees' innovation intentions. Further research can use our results to expand leadership appraisals from other perspectives.

Key Words: organizational innovation, transformational leadership, intrinsic motivations, organizational citizenship behavior, organizational commitment, hospitality, travel agencies

JEL Classification: M15- M54

Reference: Abdulmawla, M., Mohamed, L. M., & Elgarhy, S. D. (2025). Effects of Transformational Leadership and Intrinsic Motivations on Organizational Innovation in Hotels and Travel Agencies: The Mediating Roles of Organizational Citizenship Behavior and Organizational Commitment. *Journal of Tourism and Services*, 16(30), 1-27. <https://doi.org/10.29036/5hye2z53>

1. Introduction

The tourism and hospitality (T&H) industry is among the most competitive activities in the world's business (Abdulmawla et al., 2019; Elgarhy & Alharethi, 2025; Martin-Rios & Ciobanu, 2019). In today's consensus, Organizational Innovation (OI) in the service sector is widely recognized as a powerful path that helps to achieve business plans and support the development of the country's economy (Variş Husar et al., 2023). Service innovation refers to unique ideas to develop a competitive advantage at the progress, promotion, and performance levels. It then covers the aspects of product/service, procedures, and administration (Hameed et al., 2021). Therefore, OI in the hospitality business is an element of improving service quality, which, in turn, is a driver of reaching a competitive advantage and sustaining the firm's prosperity (Dos Anjos & Kuhn, 2024; Yang et al., 2021a). Furthermore, given its effect on attitudinal and behavioral outcomes and relational perceptions (Gui et al., 2020), Transformational Leadership (TFL) remains one of the most relevant factors broadly associated with creativity and OI (Gui et al., 2020; Li et al., 2024; Yang et al., 2021a; Yang et al., 2021b).

Although hospitality innovation gained growing interest due to the diversity of its processes and activities, its influence on performance is still vague (Martin-Rios & Ciobanu, 2019). In academia, innovation has appeared as a key element of business success throughout the last decades, but the empirical research on OI in the hospitality context remains limited (Zopiatis & Theocharous, 2018; Strapchuk et al., 2025), and needs further contemporary scientific efforts (Hon & Lui, 2016; Wong, 2016). Aside from the shortage of OI studies in developing countries, such as Egypt, that discuss OI antecedents, current literature does not provide a comprehensive understanding of the interrelationships that affect OI. We noticed that none of the OI studies in the Egyptian hospitality context have empirically surveyed the discussed mediating effects of Organizational Citizenship Behavior (OCB) and Organizational Commitment (OC) on employees' perceptions toward OI. Also, despite the indirect role of Intrinsic Motivations (IMs) on OCB (Kim et al., 2020), studies that link IMs with OI are still rare, especially in developing countries.

In addition to the aforementioned empirical gap, this study also addresses a theoretical issue. That is, most leadership theories are North American in origin. These theories may not be suitable for use on a worldwide foundation, especially in the Middle Eastern cultures, which differ in substantial respects from the American culture. Thus, the present research investigates the effects of applying TFL in Egypt. Typically, there is a theoretical shortage in the Egyptian T&H literature regarding leadership. Studies on this aspect are limited, and the findings are partly inconsistent. Therefore, we report this gap by investigating the relationship between TFL and workers' outcomes, such as OCB, OC, and IMs.

Following Ocampo et al. (2018) and based on Leader-Member Exchange (LMX), we intend to accomplish two objectives: (1) to highlight OI's key drivers in the Egyptian hotels and travel agencies, and (2) to model the causal associations of these drivers, whether they are direct or indirect. In doing so, the present research sought to address the employees of the two types of hospitality firms, i.e., hotels and travel agencies, to answer the following questions:

Q1: Do TFL, IMs, OCB, and OC consider drivers of OI?

Q2: Do OCB and OC mediate the relationship between TFL, IMs, and OI?

This study builds on the theory of Leader-Member Exchange (LMX). Although many studies have extensively and continuously examined TFL-LMX interrelationships in Tourism and Hospitality (T&H) (Chen & Wu, 2017; Nisar Khattak et al., 2024; Sharif et al., 2024; Sürücü et al., 2021), the present study introduces distinctive contributions by uniquely investigating TFL as follows: (1) addressing the overall OI at the organization level (Abdulmawla et al., 2024; Prokop et al., 2024) instead of innovation behavior (Sharif et al., 2024; Sürücü et al., 2021) at the employee level; (2) using employees IMs as a dependent factor beside TFL and then probing its effect on the two mediators may be novel in that context; and (3) examining the mediation of OCB and OC in the relationship between TFL, IMs, and OI may enrich LMX studies.

We address the three main questions of Grant and Pollock (2011) to successfully demonstrate the study's importance and worth. "Who cares?" is the first question. This study is crucial for a global audience comprising academics, professionals, and decision-makers in the T&H sector. For academics, the study extends the theoretical conversations on OI antecedents, particularly the leadership styles and IMs boosting. On the other hand, we suggest actionable tactics for hospitality managers and practitioners who seek innovative solutions through enriching employee engagement. The second concern of Grant and Pollock (2011) is "What do we know, what do we not know, and why does it matter?". It is often known that innovation is essential to the success of organizations. Likewise, organizational behaviors, unique leadership, and IMs are important drivers of innovation. However, we still need to know if these dynamics work in developing countries where cultural and structural differences exist. Such knowledge will produce insightful tools for enhancing organizational performance, aiding in developing globally relevant strategies for OI success. Thirdly, "What will we learn?" By examining the mediating roles of OCB and OC, this study clarifies the serial and indirect relationships among TFL, IMs, and OI in a distinctive integrated model. This effort entails a holistic approach that introduces several empirically validated implications enriching the global understanding of human-driven innovation. Although (Aslam & Sahibzada, 2024; Barkat et al., 2024; Gurmani et al., 2021; Shafi et al., 2020; Sharif et al., 2024; Wu et al., 2023) have examined similar causal linkages, none of them have integrated TFL, IMs, OCB, OC, and OI in a single model. Thus, undertaking the five constructs in a single model in this study tenders a novel contribution that has not been formerly explored in the T&H arena (Chen & Wu, 2017; Sharif et al., 2024; Sürücü et al., 2021). Additionally, our inquiry focuses on organizational-oriented- innovation and how individuals can engage in its process which is considered a valuable scientific attempt (Abdulmawla et al., 2024).

2. Literature review

2.1 LMX theory

This study builds on and extends LMX, the most popular dyadic theory in the literature regarding leadership studies (Erdogan & Bauer, 2014) LMX is the quality of the exchange connection between workers, as the business engine (Szostek et al., 2024), and their superiors (Luo et al., 2016). TFL behaviors align with a high level of LMX (Chen & Wu, 2017) and competitiveness (Zuo et al., 2024). Thus, to help staff members comprehend their job objectives and provide customers with collective service value, hospitality managers should embrace TFL features (Chen & Wu, 2020). Leaders also must engage and inspire followers to accomplish certain organizational objectives (Chen & Wu, 2017). Otherwise, leadership inadequacies and HRM shortcomings increase labor issues (Plaikner et al., 2023).

The T&H literature has widely addressed the LMX theory of leadership. For instance, Akgunduz et al. (2023) argued that LMX increases hotel employees' embeddedness and dedication to their jobs. Nisar Khattak et al. (2024) found that LMX partially mediates the significant correlation between servant leadership (SL) and employee job satisfaction and fully mediates the considerable correlation between SL and organizational identification. LMX is also an important mediator between authentic leadership and both work engagement (Du et al., 2021) and employee creativity (Yıkılmaz & Sürücü, 2023). Based on the aforementioned theoretical basis, this study examines how high-quality TFL can increase employee outcomes (i.e., IMs, OCB, and OC) and how these factors, together with TFL, can improve the organizational goals of T&H firms (i.e., OI).

2.2 Transformational leadership (TFL)

The mission of TFL is to inspire followers to move above and beyond their normal expectations. According to Yukl (1989), TFL is the process of critically directing the attitudes and beliefs of organizational members in order to encourage dedication to the organization's goal. Outstanding leaders increase their followers' understanding of the significance of goals and strategies for achieving them (Barnett et al., 2001). TFL practices are strongly associated with business strength (Zuo et al., 2024; Sari et al., 2021) and high-quality LMX (Chen & Wu, 2017). Accordingly, encouraging TFL behaviours improves extra-role ambitions, fosters organizational culture, and accelerates institutional growth (Chen et al., 2020).

Differentiating between TFL applications at the team and individual levels can be advantageous for hospitality executives. This allows them to customize leadership tactics that improve both individual and group service delivery (Yang et al., 2021a). Accordingly, TFL concepts should be incorporated by hospitality managers to help employees understand their job goals and motivate them to provide value to guests (Chen & Wu, 2017). By promoting OCB and improving employee performance, TFL also aids businesses (Wang & Tian, 2019). When leaders show common goals, inspire staff with insightful visions, build on each individual's talents, and use feedback to innovate processes, TFL works specifically well in T&H (Alhashedi et al., 2021; Gurmani et al., 2021).

2.3 Intrinsic motivations (IMs)

According to Kuvaas et al. (2017), an IM is the internal urge to carry out an activity only for its inherent satisfaction and delight. IMs then rely on personal fulfilment, such as reaching self-actualization, as opposed to external motivators (Chen et al., 2016). IMs-driven employees act according to their internal desires rather than in response to pressures or rewards from external drivers (Solihin & AD, 2020). Since transformational leaders may boost and support people's internal motivations, studies show a considerable connection between TFL and IMs (Charbonneau et al., 2001; Chen et al., 2022). Therefore, we attempted to examine IMs as a response variable of TFL, and as an antecedent of individual level positive behaviors (i.e., OC and OCB), and organizational goals (i.e., OI). This way, we expand and integrate LMX theory in the T&H area and introduce IMs as catalyst of novel solutions and ideas.

2.4 Organizational citizenship behavior

OCB reveals a discretionary personal behavior that is not directly recognized by the organizational reward system, while it generally stimulates the successful functionality of the organization (Organ, 1988). Accordingly, it includes the extra work tasks done by an employee for his organization (Bateman & Organ, 1983). In other words, OCB is activities related to behaviors that exceed the traditional duties of a worker (Organ et al., 2005). And are often done to enhance the efficiency of overall organizational operations (Teng et al., 2020).

Based on theoretical and empirical conclusions, Ocampo et al. (2018) discussed eight antecedents of OCB in the hospitality industry namely; job satisfaction, worker engagement and work embeddedness, OC, human resource activities, self-efficacy, self-administered motives and impression management, and culture. Whilst, customer-oriented OCB acts well as a mediator between authentic leadership, trust in leaders, and service quality (Qiu et al., 2019). As an individual outcome, OCB can be affected by undertaken CSR organizational identification at the micro level (He et al., 2019). In addition, ethical work climate and leader-member exchange are causal prerequisites of TFL (Teng et al., 2020).

2.5 Organizational commitment

Tracing the evolution of the concept of OC, it is defined as the “relative strength of an individual’s identification with and involvement in a particular organization” (Mowday et al., 1979, p. 226) cited from (Porter et al., 1976). In this respect, as mentioned by Mayer and Schoorman (1992), OC implies faith in and favor of institutional goals and values and the desire to make sincere efforts as a representative of the organization. In simple, the principle of OC indicates that workers decide to remain or leave the organization (Meyer et al., 1993). It is a stand-alone construct divided into three partial elements: affective (emotional senses towards the organization), continuance (economic benefits in case of staying), and normative aspects (ethical obligations to remain) (Meyer & Allen, 1991; Stephen P. Robbins, 2013). Accordingly, OC involves two dimensions of the relationship between a worker and his organization: (1): the degree of his identification with the organization and (2): the degree of his involvement in it (Ocampo et al., 2018).

The positive OC can improve both OCB (Kehoe & Wright, 2010), and employee productivity (Kim et al., 2017). Moreover, OC is a predictor of employees’ behavioral and attitudinal loyalty in the hospitality industry (Yao et al., 2019). Dhar (2015) found that OC mediates the connection between staff training and service quality. Also, OC is a significant mediator between perceived CSR and perceived internal marketing from one side and employee retention from the other side (Kim et al., 2016). On the other hand, employee empowerment, job enrichment, and career satisfaction are antecedents of OC (Ruiz-Palomo et al., 2020 Wang et al., 2024).

2.6 Organizational innovation (OI)

OI deals with how much team members believe their firm is adopting innovative techniques (Yan & Yan, 2013). It entails positioning novel ideas into practice in areas like staffing, allocating resources, handling tasks, and rewarding systems (Uddin et al., 2016). In the service industry, OI also involves creating and using original notions to obtain a competitive edge in products, facilities, and procedures (Hameed et al., 2021). Innovation tactics have a constructive influence on sales targets in the hotel industry, especially when they evolve both non-technical and technological methods (Martin-Rios & Ciobanu, 2019). Therefore, OI is broadly seen as being indispensable to achieving corporate objectives and fostering economic expansion in the T&H industry (Variş Husar et al., 2023). It increases competitiveness and long-term success by improving service quality (Gui et al., 2020; Yang et al., 2021a). Because transformational leaders are key players in promoting innovation through the employment of social capital and the utilization of knowledge generation, dissemination, and application, we have hypothesized a positive correlation between TFL and OI in this study (Chen et al., 2016; Uddin et al., 2016). As a result, TFL is expected to enhance teamwork performance and support the creation of learning organizations.

2.7 TFL and OCB

Some scholars argued that the TFL style is positively associated with OCB (Purwanto et al., 2021). Other investigations have shown more positive associations between TFL and employee performance through OCB mediation (Al-sharafi & Rajiani, 2013). The literature then has respectfully proposed the relationship between TFL and OCB, whether directly (Pattnaik & Sahoo, 2021) or indirectly through constructs such as job autonomy and supportive management (Kim, 2012).

Moreover, based on the findings of Sa’adah and Rijanti (2022), the high level of TFL in the work environment will indirectly affect the high performance of workers through OCB. The same results are supported in the context of SMEs where TFL had a direct effect on OCB, accordingly, it can be highlighted that the better the efficiency of TFL, the higher the OCB level of employees (Purwanto, 2022).

As for the Egyptian T&H sector, Metowaly and Shehata (2019) revealed a statistically significant correlation between the dimensions of TFL and the OCB of workers in five-star hotels. Therefore,

organizations should adopt TFL due to its crucial role in employee performance and OCB (Wang & Tian, 2019). Especially given that the contemporary employee gives more attention to justice and equality factors (Yang Jie, 2020). Based on the abovementioned, close relationships, whether direct or indirect, exist between TFL and OCB. Therefore, we assume a positive correlation between TFL and OCB. Accordingly, the researchers propose Hypothesis 1.

H1. TFL significantly affects employees' OCB in Egyptian hotels and travel agencies.

2.8 TFL and OC

TFL is a driver of staff OC. In other words, the higher the growth in the Leader-Member Exchange factor, the higher the OC behavior will be (Aydogdu & Asikgil, 2011). Consequently, improving the performance of TFL can raise OC behavior within the firm (Aydogdu & Asikgil, 2011). According to Sarros et al. (2008), TFL behavior has a significant positive relationship with the elements of the workers' OC. Also, OC is often associated with the effective TFL style followed by managers (Feizi et al., 2014; Leow, 2011). TFL can be applied in the T&H firms when the leader makes others feel proud of working with him, helps others develop their strengths, emphasizes the importance of having a shared mission, suggests new ways of working based on others' views, creates a motivating vision of the future, and speaks enthusiastically about goals to be achieved (Alhashedi et al., 2021; Gurmani et al., 2021).

In workspaces, Purwanto et al. (2021) concluded that leaders who experienced TFL are more likely to achieve higher levels of OC from their staff than leaders who follow transactional leadership. Likewise, when TFL is less operated in leading, the OC of a team is operated so (Feizi et al., 2014). Therefore, managers should interestingly acknowledge and promote TFL manners to ensure institutional and individual growth, boost workers' extra-role intentions, and enrich the overall OC within the firm (Chen et al., 2020). Needless to say, the relationship between TFL and OC in Egyptian hotels and travel agencies needs an investigation. Based on the abovementioned insights, this paper assumes a positive association between TFL and OC. Consequently, the researchers propose Hypothesis 2.

H2. TFL significantly affects employees' OC in Egyptian hotels and travel agencies.

2.9 TFL and IMs

An IM implies doing an action to satisfy an internal desire rather than an external motivation. Academia has reported a significant correlation between TFL and IMs (Charbonneau et al., 2001; Chen et al., 2022). Previous studies also outlined that employees count on transformational supervisors to motivate their creative performance (Mittal & Dhar, 2015; Shafi et al., 2020). Especially because creative employees often play an essential role in maintaining the competitive advantage of the organization by being well-prepared for sophisticated circumstances (Mittal & Dhar, 2015). Transformational leaders help employees avoid burnout by supporting and encouraging their IMs (Chen et al., 2022). In doing so, each worker might need to apply various techniques to fit an IM or a resilience-related attitude (Chen et al., 2022). Finally, Shaaban (2017) reported that the top managers' leadership style, currently used in the Egyptian Ministry of Civil Aviation, reacts far more intrinsically than extrinsic managers' motivation. Based on the previously exhibited empirical evidence of the relationship between TFL and IMs, the study's hypothesis 3 was postulated.

H3. TFL significantly affects employees' IMs in Egyptian hotels and travel agencies

2.10 OCB, OC, and IMs

According to Finkelstein (2011), OCB and motives could be investigated together as both emanate from individual variances in motivational orientation. This argument means that intrinsically motivated individuals are more likely to manifest motives for OCB (Finkelstein, 2011). Furthermore, Shareef and Atan (2019) concluded that IMs act as predictors of OCB and are negatively associated with turnover preferences. The author also cited that IMs play a full mediation role in the relationship between TFL and OCB. Kim et al. (2020) have developed an interrelation model highlighting that IMs are necessary for building mutuality, which in turn, improves the OCB.

Meanwhile, over the past years, fruitful research has been conducted on the relationship between IMs and OC (Kim et al., 2020). It is revealed that work motivation is strongly positively related to OC among the employees of service sectors. The result is in line with (Warsi et al., 2009). Thus, leaders should assign tonic tasks to their staff to increase their IMs and work satisfaction and raise OC behavior (Oh et al., 2021). Academia reported that IMs are more significant compared to extrinsic motivation when addressing the relationship with OC (Wong-On-Wing et al., 2010). Moreover, Kumar et al. (2016) shed light on the continued need to keep the staff motivated and committed to the organization. Considering the above insights, the following two hypotheses are postulated.

H4. IMs significantly affect employees' OCB in Egyptian hotels and travel agencies.

H5. IMs significantly affect employees' OC in Egyptian hotels and travel agencies.

2.11 OCB, OC, and OI

The OI atmosphere refers to the degree to which staff members feel their organization is adopting innovative performance (Yan & Yan, 2013). Inside this ambiance, employees could bridge their worries about interpersonal troubles and follow OCB without fear (Chen et al., 2020). According to Yan and Yan (2013), there is a proven relationship between OCBs and OI in small businesses. The study also emphasized that OCBs enhance the effectiveness of teamwork and contribute to the quality of OI. Likewise, the more the organizational members perceive that the workspace is innovative, the more those individuals exhibit positive OCB (Ramlall, 2008). Hence, a work environment that supports innovation gives more assurance to employees to demonstrate OCB (Choi, 2007).

On the other hand, there are different claims on the nature of the relationship between OC on OI. On one side, Welbourne et al. (1998) underlined that highly committed workers might be more motivated to be involved in innovation-based activities because creativity is often a parameter for wage raises and promotions. In contrast, Mowday et al. (2013) argued that employees with stay intentions tend to maintain the traditional work environment to avoid any developments that may affect their continuity in their positions. The results asserted the noteworthy relationship between OCB, OC, and OI. Thus, the following hypotheses are proposed.

H6. Employees' OCB significantly affects OI in Egyptian hotels and travel agencies.

H7. Employees' OC significantly affects OI in Egyptian hotels and travel agencies.

2.12 The mediating role of OCB and OC

Ferman et al. (2022) revealed that OCB mediates the relationship between motivation factors (i.e., recognition, compensation, work ethics, and career growth) and productivity. Moreover, Jiang et al. (2017) found that OCB mediates the relationship between TFL and employee sustainable performance. Purwanto (2022) recently reported that OCB mediates the relationship between TFL and employee performance.

On the other hand, Suwandana et al. (2022) revealed that OC mediates the relationship between organizational support and OCB. Meanwhile, Yeh (2019) found that OC mediates the relationship between tourism involvement and OCBs. Uzunbacak et al. (2022) also reported that OC mediates the effect of emotional intelligence on turnover intention and organizational indifference. Likewise, Ha and

Lee (2022) proposed that OC mediates the relationship between procedural justice, organizational trust, and work engagement. Additionally, Sobaih et al. (2022) asserted that OC mediates the relationship between transactional/TFL and intention to stay.

H8: OCB mediates the relationship between TFL, IMs, and OI in Egyptian hotels and travel agencies.

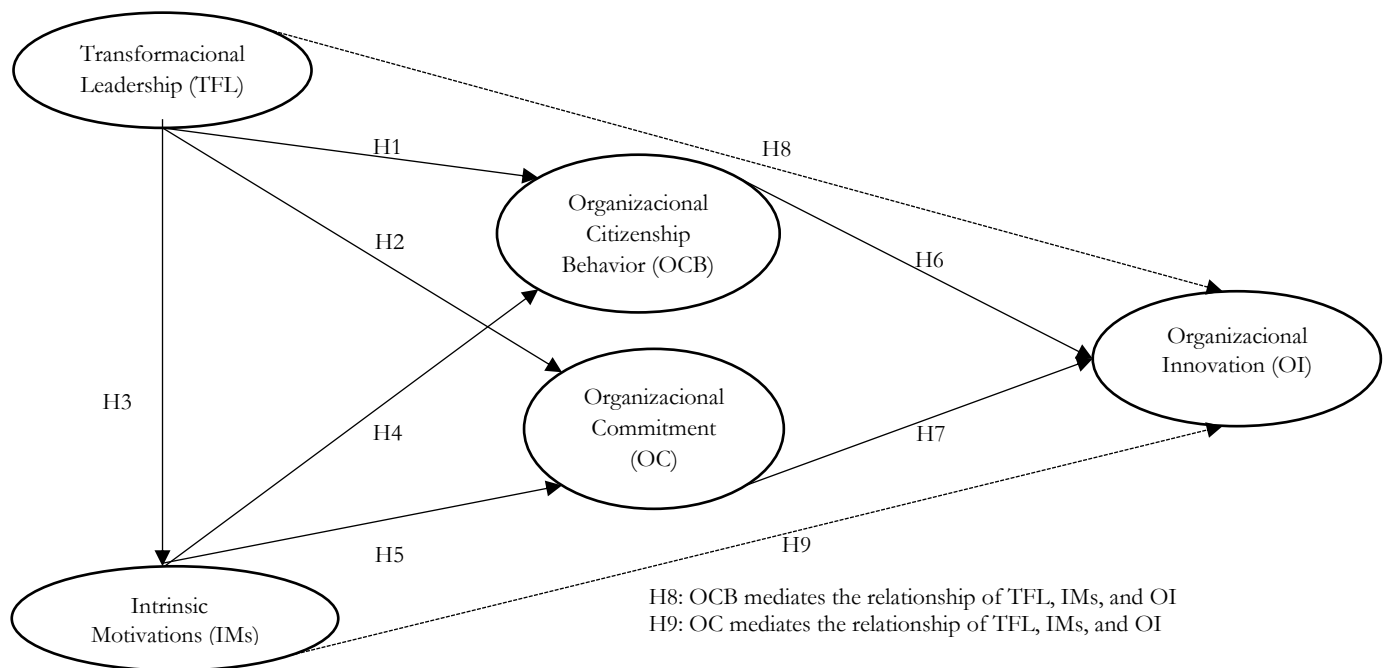
H9: OC mediates the relationship between TFL, IMs, and OI in Egyptian hotels and travel agencies.

2.13 Research framework

The rationales for choosing Egypt as a research scope are as follows: (1) The Egyptian tourism sector is the third largest source of foreign income after exports and remittances of Egyptians working abroad, (2) The tourism sector is the key engine for Egypt's economic growth and is associated with many feeder services and complementary industries. Therefore, it is of utmost priority to discuss the intervening role of TFL in this sector to grasp essential implications for industry practitioners.

The present research follows and partially combines the research models developed in earlier studies (Gurmani et al., 2021; Patiar & Wang, 2016; Shafi et al., 2020) to explore interrelationships through the direct and indirect effects of TFL and IMs on OI. Furthermore, the impacts of OCB and OC (mediators) on OI in Egyptian hotels and travel agencies are considered, see (Fig. 1).

Figure 1. The proposed theoretical model



Source: own model

3. Methods

3.1 Measures

The current study comprises five reflective variables (see Fig. 1) derived from previous studies. TFL was measured using six items adapted from extant studies (Alhashedi et al., 2021; Gurmani et al., 2021). IMs are measured by five indicators (Elgarhy et al., 2023; Solihin & AD, 2020). Five items of

OCB were obtained from extant studies (Purwanto, 2022 ; Youn & Kim, 2022; Yu et al., 2021). OC was assessed through four items (Bahuguna et al., 2022; Ha & Lee, 2022). Lastly, OI is measured by five indicators based on previous studies (Shafi et al., 2020; Uddin et al., 2016). We evaluated each item on a five-point Likert scale (1 for strongly disagree and 5 for strongly agree) to measure the five constructs and address validity concerns. The questionnaire was designed and verified by examining its content and face validity. We conducted piloting procedures with 30 travel agencies and 30 hotel supervisors to measure validity issues. All required revision feedback was received and considered in the final version. The survey was first developed in English and then translated into Arabic by academics fluent in both languages for translation validation before distribution, modification, and refinement. We then contrasted the original text with a translated version. There were no substantive differences between the two versions.

3.2 Sampling and data collection

Data was collected using offline and online methods. We created the online questionnaire on Google Forms and then shared its hyperlink on social media platforms to reach more hotel and travel agency supervisors. Also, we manually delivered the questionnaire to non-responder supervisors to overcome the online survey's low response rate. The research hypotheses were investigated using the quantitative research method. Using a double language survey (Arabic- English), data were obtained from supervisors of Egyptian hotels and travel agencies, and this sampling setting matches (Chen & Wu, 2020). When designing the instrument and committing to ethical considerations for the study, a summary of the main concepts of IMs, OCB, and OC was provided on the cover page. We stated that the obtained data would be anonymous, confidential, and will be used for scientific purposes only. We also got the required permissions and consents from both firms and employees.

After that, the survey was divided into two sections. Section 1 focused on the demographic characteristics of the study sample (Table 1). Section 2 included 25 indicators of the investigated research constructs (Table 3). This study was conducted to understand and assess the perceptions of hotels and travel agencies' staff towards TFL, IMs, OCB, OC, and OI. The fieldwork included mid-level employees in various areas (i.e., front office/desk, public relations, customer service, and HR) in four and five-star hotels and category (A) travel agencies in Egypt (Elgarhy & Abou-Shouk, 2022). From a total of 241 four-star and 340 five-star Egyptian hotels (EHA, 2022) and 2221 travel agencies (ETAA, 2022), the study included 100 hotels (50 four-stars and 50 five-stars) and 150 travel agencies. A sample of category A travel agencies licensed to conduct both domestic and international tourism in Egypt (Elgarhy, 2022), in addition to four- and five-star hotels, were subject to criteria concerns, including star rating, size, services, and guest demographics. These inclusion criteria have aligned with hotels and travel agencies located in several Egyptian areas, such as Cairo, Giza, South Sinai, the Red Sea, and Luxor.

Using offline and online methods helped us to overcome restrictions posed by COVID-19. We distributed five copies of the questionnaire to each hotel and three to each travel agency between March and July 2022, with a total of 500 for hotels and 450 for travel agencies. Out of 950 distributed, 820 responses were returned, with an 86.3% response rate; 697 were valid (382 for hotels and 315 for travel agencies). We excluded 123 responses due to incompleteness, suspicious, outliers, and straight-line values that could interfere with the findings or increase the risk of an unfavourable statistical outcome. This criterion is suggested and used by Matthews (2017) and Abdulmawla et al. (2024). Indeed, including mid-level employees (i.e., dept managers, assistant dept managers, and supervisors) in the study sample is attributed to two main reasons: (1) Difficulties related to easy access and numbers of up-level representatives, (2) Difficulties related to the lack of TFL and other management styles perception between low-level employees. These reasons led us to use a convenience sampling technique to gather data from the available mid-level employees of the four specialties mentioned above.

3.3 Analysis method

WarpPLS software version 8 was employed to analyze the data and test the proposed model using PLS-SEM. PLS-SEM is commonly used in empirical T&H research (Elgarhy & Abou-Shouk, 2023; Elgarhy et al., 2021) and is appropriate for assessing complex models with causal relationships that are both direct and indirect (Hair Jr et al., 2021). The study adhered to average variance extraction thresholds of ≥ 0.50 for convergent and discriminant validities and ≥ 0.7 for reliability (Fornell & Larcker, 1981).

4. Results

4.1 Respondents' profile

According to the profile of respondents, as shown in Table (1), the respondents' demographics show that males are the dominant respondents regarding travel agencies (74.6%), while females regard hotels (54.7%). Most respondents of travel agencies are aged 36–50 years old (60.1%), while most respondents of hotels are between 20 and 35 years old (55.6%). Both categories of respondents (62.7% for travel agencies and 53.2% for hotels) tend to have had a university education. In addition, most respondents of hotels are public relations supervisors (42.7%), while most respondents of travel agencies are customer service supervisors (38.8%). Looking at Table (2), Supervisors of travel agencies also had a positive view of TFL (3.776), IMs (3.826), OCB (3.746), OC (3.750), and OI (3.890). The hotel supervisors had a positive view regarding TFL (mean = 3.693), IMs (mean = 3.738), OCB (mean = 3.712), OC (3.750), and OI (mean = 3.834).

Table 1. **Profile of respondents**

Attributes	Travel agencies (%)	Hotels (%)
Type		
M	74.6	45.3
F	25.4	54.7
Age		
20-35	36.2	55.6
36-50	60.1	40.2
More than 50	3.7	4.2
Qualifications		
High school	32.2	42.5
University	62.7	53.2
Postgraduate	5.1	4.3
Professional category		
Front office/desk supervisor/manager	15.3	21.7
Public relations supervisor/manager	42.7	20.3
Customer service supervisor/manager	20.8	38.8
Human resource supervisor/manager	21.2	21.2

Source: authors

Table 2. Descriptive statistics of the research variables

	Mean		Std. Deviation	
	Travel agencies	Hotels	Travel agencies	Hotels
TFL	3.776	3.693	.773	.830
IMs	3.826	3.738	.803	.902
OCB	3.746	3.712	.775	.857
OC	3.750	3.750	.766	.867
OI	3.890	3.834	.704	.815

Source: authors

4.2 Measurement model

Table 3 presents AVE values greater than 0.50, which suggests the presence of convergent validity; furthermore, the VIFs for constructs show values below 3.30. Likewise, a reliable scale is implied by reliability values greater than 0.70. Additionally, the square root of the AVEs is greater than the correlations between the variables in Table 4, and HTMT values are less than 0.90 in Table 5, indicating the presence of discriminant validity on the scale.

Table 3. Measurement model statistics

Constructs	Indicators	Travel Agencies					Hotels				
		Loading	CR	CA	AVE	VIF	Loading	CR	CA	AVE	VIF
TFL	The leader makes others feel proud of working with me.										
	The leader helps others develop their strengths.										
	The leader emphasizes the importance of having a shared mission.	0.821					0.779				
	The leader suggests new ways of working based on others' views.	0.813					0.821				
	The leader creates a motivating vision of the future.	0.809					0.866				
	The leader speaks enthusiastically about goals to be achieved.	0.826	0.980	0.876	0.624	2.715	0.847	0.899	0.858	0.610	2.349
IMs	My hotel/travel agency lets me have the opportunity to be an appreciated person.	0.864					0.890				
	My hotel/travel agency gives me a feeling of achievement.	0.773					0.787				
	My hotel/travel agency lets me make full use of my abilities.										
	My hotel/travel agency allows me to have control										
		0.813					0.747				
		0.791					0.832				
		0.823	0.912	0.880	0.675	2.706	0.848	0.914	0.882	0.681	3.247
		0.830					0.836				
		0.850					0.857				

	over my life. My hotel/travel agency allows me to grow and develops me as a person.										
OCB	My hotel /travel agency has accessible permanent information channels with all its staffers. At my hotel/travel agency I express my opinions honestly, even when I may disagree. I motivate others to express their opinions and ideas at my hotel or travel agency. I defend my hotel/travel agency when other employees criticize it. There is a great group spirit at work at my hotel/travel agency.	0.824 0.782 0.849 0.830 0.799	0.909	0.875	0.668	2.986	0.853 0.741 0.862 0.857 0.811	0.915	0.883	0.682	3.283
OC	My hotel/travel agency holds a lot of personal importance for me. My hotel/travel agency inspires the very best in job performance. I feel like a member of the family at my hotel/travel agency. I would be happy to spend the rest of my career at my hotel/travel agency.	0.768 0.837 0.826 0.711	0.867	0.794	0.620	2.311	0.831 0.856 0.862 0.777	0.900	0.851	0.692	2.937
OI	OI is a core value in the organization of my hotel/travel agency. My hotel/travel agency updates procedures to improve team members' efficiency. My hotel/travel agency gives a high priority to OI. My ability to come up with original ideas and ways is respected by those at the top. In my hotel/travel agency, the projects and	0.815 0.722 0.788 0.733 0.757	0.875	0.821	0.583	2.849	0.808 0.772 0.798 0.798 0.780	0.893	0.851	0.626	3.295

	platforms are a part of the firm's innovation vision.									
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Note: AVE: Average Variance Extracted; CA: Cronbach's Alpha; CR: Composite Reliability.

Source: authors

Table 4. The square root of AVEs and inter-variables correlations

Constructs	TFL	IMs	OCB	OC	OI
TFL					
A	(0.790)				
B	(0.781)				
IMs					
A	0.729	(0.822)			
B	0.718	(0.825)			
OCB					
A	0.724	0.704	(0.817)		
B	0.693	0.752	(0.826)		
OC					
A	0.609	0.633	0.666	(0.787)	
B	0.600	0.715	0.745	(0.832)	
OI					
A	0.666	0.729	0.729	0.708	(0.764)
B	0.656	0.764	0.768	0.766	(0.791)

Note: A: values for travel agencies and B: values for hotels

Source: authors

Table 5. HTMT2 ratios

Constructs	TFL	IMs	OCB	OC
IMs				
A	0.846			
B	0.889			
OCB				
A	0.843	0.796		
B	0.856	0.851		
OC				
A	0.745	0.759	0.795	
B	0.738	0.826	0.856	
OI				
A	0.797	0.799	0.863	0.883
B	0.801	0.877	0.888	0.900

Note: A: values for travel agencies and B: values for hotels

Source: authors

4.3 Common-method variance

Since we collected data from two sources: Egyptian hotel and travel agency supervisors, there were many opportunities for bias. Accordingly, we analyzed Harmon's one-factor approach to identify bias. Podsakoff et al. (2003) suggested that Harmon's one-factor approach indicated that a specific percentage of variance extracted from a single factor should be less than 50%. All 25 indicators count as one factor. Therefore, the results showed that Harmon's one-way test for lack of CMV explained

45.1% of the variance overall for hotels and 47.8% for travel agencies, both well under the 50% threshold (Harman, 1976).

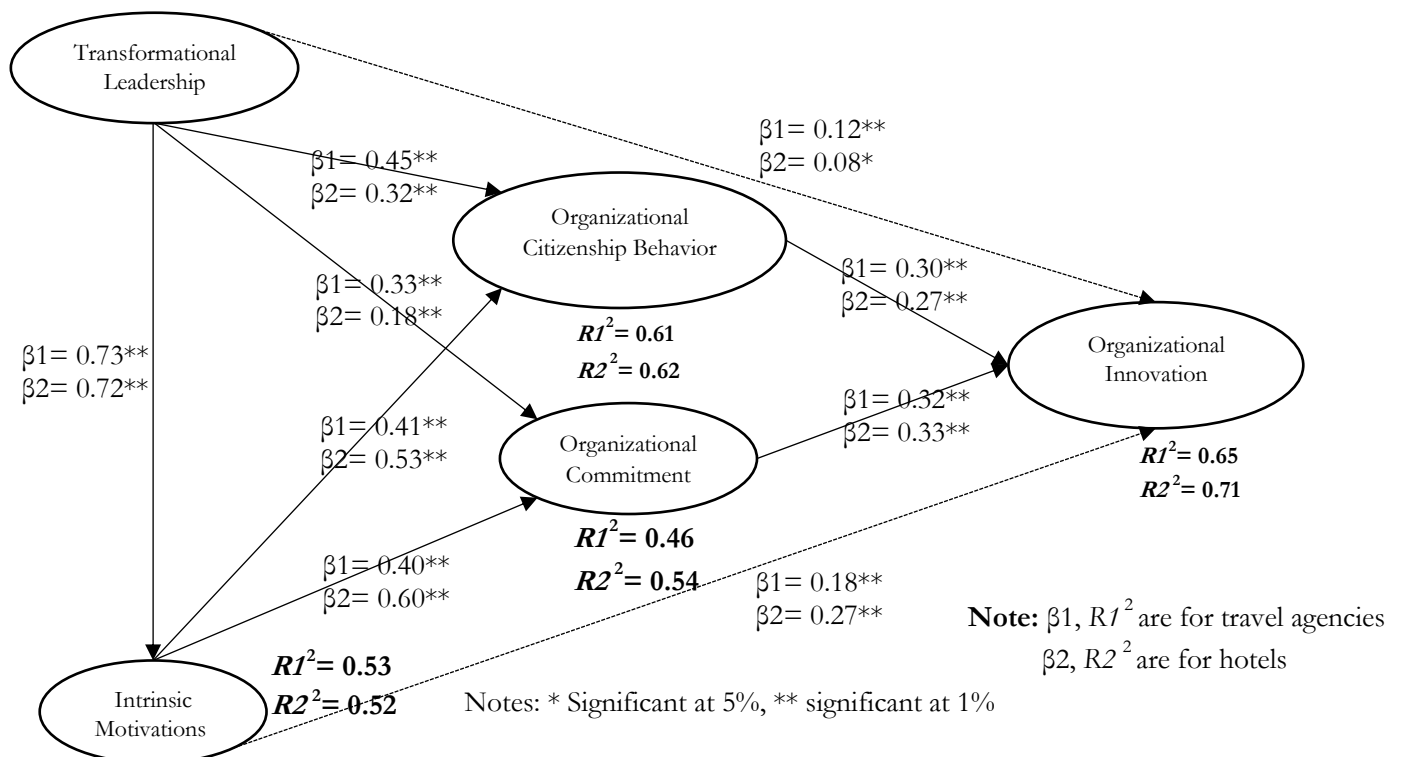
4.4 Structural model

Examining (Fig 2) and testing the nine study hypotheses, it is found that TFL significantly affects the OCB for travel agency supervisors ($\beta_1=0.45$) and hotel supervisors ($\beta_2=0.32$), **and H1 is accepted**. Additionally, TFL positively affects the OC for travel agency supervisors ($\beta_1=0.33$) and hotel supervisors ($\beta_2=0.18$), **and H2 is accepted**. TFL significantly affects IMs for travel agency supervisors ($\beta_1=0.73$) and hotel supervisors ($\beta_2=0.72$), **and H3 is accepted**. It explains 53% of the variance in supervisor's perceptions of adopting IMs in travel agencies ($R^2 = 0.53$) versus 52% in hotels ($R^2 = 0.52$). This means that TFL has a large effect on IMs.

Furthermore, IMs have a significant influence on OCB for travel agency supervisors ($\beta_1=0.41$) and hotel supervisors ($\beta_2=0.53$), **and H4 is accepted**. In addition, IMs are positively influencing OC for travel agency supervisors ($\beta_1=0.40$) and hotel supervisors ($\beta_2=0.60$), **and H5 is accepted**. The two constructs; TFL and IMs explain 61% of the variance in OCB in travel agencies ($R^2 = 0.61$) versus 62% in hotels ($R^2 = 0.62$). This means that TFL and IMs have a high effect on OCB. On the other hand, TFL and IMs explain 46% of the variance in OC in travel agencies ($R^2 = 0.46$) versus 54% in hotels ($R^2 = 0.54$). This means that TFL and IMs have a high effect on OC.

Furthermore, OCB significantly influences OI for travel agency supervisors ($\beta_1=0.30$) and hotel supervisors ($\beta_2=0.27$), **and H6 is accepted**. Whereas, OC has a significant effect on OI for travel agency supervisors ($\beta_1=0.32$) and hotel supervisors ($\beta_2=0.33$), **and H7 is accepted**.

Figure 2. The structured model



Source: authors

As for the mediating effects, it is revealed that OI is significantly affected by TFL for travel agency supervisors ($\beta_1=0.12$) and hotel supervisors ($\beta_2=0.08$, **and the eighth hypothesis is supported**). IMs for travel agency supervisors ($\beta_1=0.18$) and hotel supervisors ($\beta_2=0.27$), **and the ninth hypothesis is supported**. Since the significance of direct relationships in hypothesis eight for travel agency supervisors ($\beta_1=0.12$) and hotel supervisors ($\beta_2=0.08$) is less than the indirect for travel agency supervisors ($\beta_1=0.30$) and hotel supervisors ($\beta_2=0.27$). Thus, hypothesis eight is supported by the fact that OCB acts as a partial mediator between TFL and OI. Similarly, hypothesis nine is supported; the partial mediating effect of OC between IMs and OI is confirmed. TFL, IMs, OCB, and OC explain 65% of the variance in OI in travel agencies ($R^2 = 0.65$) versus 71% in hotels ($R^2 = 0.71$). This means that the total OCB and OC effects on OI are high. Table 6. provides a summary of hypothesis-testing results, β Value, t -Value, and p -Value.

Table 6. Examining the hypotheses

No.	Hypotheses	β Value		t -Value		p -Value		Result
		Travel agencies	Hotels	Travel agencies	Hotels	Travel agencies	Hotels	
H1	TFL – OCB	0.45	0.32	8.541	6.469	$P<.01$	$P<.01$	Supported
H2	TFL – OC	0.33	0.18	6.119	3.598	$P<.01$	$P<.01$	Supported
H3	TFL – IMs	0.73	0.72	14.519	15.519	$P<.01$	$P<.01$	Supported
H4	IMs – OCB	0.40	0.53	7.470	11.123	$P<.01$	$P<.01$	Supported
H5	IMs – OC	0.40	0.60	7.517	12.654	$P<.01$	$P<.01$	Supported
H6	OCB – OI	0.30	0.27	5.497	5.390	$P<.01$	$P<.01$	Supported
H7	OC – OI	0.32	0.32	5.963	6.447	$P<.01$	$P<.01$	Supported
H8	TL – OI *	0.12	0.08	2.215	1.632	$P<.01$	$P=0.05$	Supported
H9	IMs – OI*	0.18	0.27	3.372	5.454	$P<.01$	$P<.01$	Supported
TFL and IMs – OCB – OI (Indirect effect for travel agencies= 0.290 versus hotels= 0.380 and Total effects for travel agencies= 0.535 versus hotels= 0.529, large effect size.								
TFL and IMs – OC – OI (Indirect effect for travel agencies= 0.291 versus hotels= 0.428 and Total effects for travel agencies= 0.540 versus hotels= 0.596, large effect size.								

Note: * OCB and OC are partial mediators

Source: authors

5. Discussion

The current study sought to quantify the direct and indirect impact of TFL, IMs, OCB, and OC on the OI of Egyptian hotels and travel agencies while considering the dual mediation effect of OCB and OC. OCB and OC are essential players in hospitality and tourism organizations, where travel leaders, supervisors, hoteliers, and human resource representatives seek to achieve competitive positions and strengthen their organizational capabilities through OI. In this respect, we developed an integrated structured model consisting of five variables used to categorize past research. According to the reported results, it is evident that TFL and IMs had a significant impact on OI. Meanwhile, OCB and OC had a medium effect on OI behavior. OCB and OC act as partial mediators in the relationships between TFL and OI as well. Furthermore, in line with past research e.g., (Chen et al., 2020; Feizi et al., 2014; Metowaly & Shehata, 2019; Purwanto et al., 2021), we found that TFL is influencing OCB, OC, and IMs. Likewise, IMs are a driver of both OCB and OC (Wang & Tian, 2019; Wong-On-Wing et al., 2010). The direct and indirect relationships tested in the proposed research model improve the understanding of the factors determining OI. Variables explain 71% of the variance in OI for hotels and 65% for travel agencies based on the compiled responses. The results support LMX assumptions; we then argue that the behavior of the employees of a hotel or travel agency towards the firm might

play a vital role in achieving innovation goals, see (Gui et al., 2020; Yang et al., 2021a; Yang et al., 2021b). Hence, a leader should motivate and inspire his team members and focus on individual progress. The findings support the assumptions extensively examined of the LMX approach in the tourism and hospitality arena by Nisar Khattak et al. (2024) and Sürücü et al. (2021), which claim that when leaders with a high-quality TFL can increase leaders' and supervisors' outcomes and organizational goals of T&H firms (i.e., OI via OCB and OC).

To maximize the performance of hotels/travel agencies, leaders should constantly search for opportunities, creatively solve problems, and encourage staff to be more inventive and creative. In this respect, they should instill an innovative mindset to enable staff to come up with novel and competitive ideas that push them to stay ahead of their rivals, consequently, they can enhance OCB and improve the overall OI performance. This result is consistent with earlier studies (Gurmani et al., 2021; Pattnaik & Sahoo, 2021; Purwanto, 2022 ; Purwanto et al., 2021) which found that the TFL of firms is significantly affecting OCBs. Additionally, the results indicated a direct linkage between TFL and OC. This implies that the higher the growth in the TFL factor according to the LMX approach, the higher the OC behavior will be (Nisar Khattak et al., 2024). A leader who sparks curiosity; creates awareness; fosters higher performance; and inspires workers to seize opportunities can establish a team that desires to feel accepted, enjoy the benefits of contribution, feel accountable, and be loyal to the company. In this case, the employee expresses his/her willingness to be a competitive partner to meet organizational objectives (Sung et al., 2019). The results appear in line with Purwanto et al. (2021) who found a considerable relationship between TFL and OC.

Furthermore, the findings revealed a significant association between TFL and IMs. This means that managers must possess unique traits like skills, excitement, and love for their profession that will arouse the feelings of their team members and boost their IMs. In particular, leaders in the T&H industries must consistently consider the significance of setting goals and fostering more employee trust because this will lead to more satisfied workers (Lee & Hidayat, 2018). Consequently, the employees increase their inherent motivation and emotional drive. This result is confirmed by earlier research by Chen et al. (2022) and Shafi et al. (2020), that TFL is a significant driver of firms' IMs.

Moreover, the IMs of the study sample are positively affecting OCB. In this respect, an interrelation model created by (Kim et al., 2020) emphasizes that IMs are essential for fostering mutuality, which enhances the OCB. Intrinsically motivated employees typically perform better at work, achieve objectives more successfully, are cognitively flexible, more curious, and are more satisfied and fulfilled. Hence, growing T&H firms should recognize employees' needs and desires for accomplishment, power, and affiliation that spur them to perform work together (Kim et al., 2020). Similarly, Finkelstein (2011) and Shareef and Atan (2019) found a favorable association between IMs and OCB.

Additionally, the findings indicate a significant positive relationship between IMs and OC. To increase employees' IMs, leaders should grant them stimulating tasks, concentrating on affiliation and interdependence instead of competition. Ultimately, this will increase their OC. This consequence is consistent with Kim et al. (2020) and Oh et al. (2021), which reported the significant connection between IMs and OC.

In line with the magnitude of OCB and OC for improved OI (Kim et al., 2017), the findings reveal that the two variables act as partial mediators between TFL, IMs, and OI. OCB and OC help create added value to OI in the T&H business regarding employee satisfaction and loyalty. Furthermore, we propose that TFL and IMs predict OI, whether directly or indirectly via OCB and OC. The indirect connections through OCB and OC improve the explanatory power of enhancing OI. This result is supported by Ferman et al. (2022), who revealed that OCB mediates the relationship between motivation factors and productivity, and Purwanto (2022), who found that OCB mediates the relationship between TFL and employee performance. Also, Sobaih et al. (2022) confirmed that OC mediates the relationship between TFL and intention to stay.

6. Conclusion

This study examines the causal relationships that are both direct and indirect between TFL, IMs, and OI on OCB and OC, taking into account the mediating role that the due OCB and OC in Egyptian hotels and travel agencies play. The findings revealed that (1) TFL has positively affected OCB, OC, and IMs; (2) IMs have positively affected OCB and OC; (3) OCB and OC have positively affected OI; and (4) OCB and OC act as partial mediators between TFL, IMs, and OI. These findings improve the overall understanding of drivers and enablers of the due OCB and OC and the OI in Egyptian hotels and travel agencies, in addition to the hotel and travel supply chain sector that tries significantly to improve its OCB and OC to support their future survival. These findings confirm the importance of dyadic interaction between leaders and their followers. To achieve positive employee outcomes and high organizational goals in Egyptian hotel and travel agency organizations, practitioners should utilize a high-quality TFL. The transformational leadership style in the study is a means of encouraging employees' innovation intentions and creating positive intrinsic attitudes.

6.1 Theoretical implications

The current investigation makes significant theoretical insights by building a detailed and integrated model highlighting the direct and indirect interactions among important leadership-based constructs. The study introduces novel viewpoints on TFL in hotels and travel agents by appraising nine hypotheses. The grasp of OCB and OC as causes and consequences in developing countries is critically extended by this study, providing a solid basis for future research agenda.

The model's flexibility across several T&H sub-sectors, e.g., dining, flights, caterers, museums, archaeological destinations, and event planning, is one of the study's key theoretical implications. Thus, the framework's adaptability increases its practicality and applicability to several contexts within the T&H sector.

The findings contribute to the theoretical knowledge of the service sector's OI determinants. To maintain institutional sustainability in the face of shifting HRM dynamics and technology revolutions, the study emphasizes the pivotal relevance of promoting OCB, OC, and OI by focusing on the complex and individual needs of staff members.

Furthermore, this work fills a central gap in the literature by offering an in-depth investigation of the factors encouraging the service sector to adopt TFL and evoking IMs as suggested by (Alhashedi et al., 2021; Shafi et al., 2020; Wong, 2016). The study then introduces a thorough understanding of how these strategies influence leadership manners and organizational outcomes.

Additionally, by exploring the causal connections among TFL, IMs, and OI constructs, the study improves the understanding of how these factors interact. This clarification adds to the increasing debate on structural dynamics and leadership in the T&H industry. To expand a more inclusive body of knowledge on leadership styles and their effects on citizenship intentions across different cultural, social, and operational areas, scholars are invited to apply our proposed model to global and multinational contexts. To conclude, by providing a better thoughtful of the associations among organizational success, workers engagement, and leadership ways, this study advances theoretical frameworks. Likewise, this investigation establishes a standard for scholars to build upon and create advanced theoretical models that are relevant to the T&H sector and beyond.

6.2 Practical implications

This empirical work highlights how strategic integration between business growth and adopted leadership style is important, proposing meaningful managerial guidelines for the T&H industry. As discussed by Abdulmawla et al. (2024), effective tactics that improves OCB and OC for better

innovation capabilities and competitiveness are among the main practical outcomes. Hence, a plethora of managerial recommendations can be introduced. First, the findings emphasize a reassessment of hiring tactics to ensure they are in line with contemporary HRM trends. OCB and OC are reported to be significantly impacted by TFL style and IMs. Therefore, managers should secure procedures that make workforces feel proud, identify mutual business missions, and establish an enthusiastic and goal-oriented culture. Engagement and commitment can be seriously maximized by creating a visionary workplace and helping employees contribute to decision-making procedures.

An extra noteworthy recommendation is to carefully prioritize employees' self-confidence and well-being. Workers are more tending to participate in OI as a necessity if they feel self-assured and appreciated. This study reports how OC and OCB intermediate the connection between TFL, IMs, and OI. Accordingly, to accomplish sustainable evolution and competitive advantage, hospitality firms are urged to evaluate and enhance these mediating players regularly. Leaders are encouraged to adopt systematic processes for controlling and refining OCB and OC levels to overcome performance disparities. By recognizing features for development, these assessments help executives uphold corporate identity consistent with strategic objectives. Such a culture of continual enhancement can promote staff-management collaboration, which propels overall achievements.

Additionally, as demonstrated by Ibrahim et al. (2024) and Belas et al. (2024), this research confirms the importance of familiarity with recent HRM trends. Digital evolutions and growing human expectations call for advanced leadership tactics, and T&H organizations can sustain satisfactory stability by realizing flexible approaches that prioritize staff engagement and loyalty. For that purpose, planned training courses should be the foundation of organizational change initiatives, as they drive employees' professionalism and align individual career ambitions with favourable administrative goals.

To sum up, this study gives leaders in the T&H industry practical tools and insights to improve leadership practices and support employee involvement. Executives can successfully navigate complex situations while reaching resilient organizational performance by including TFL and IMs in daily operations. Likewise, managers can maximize the relationship between managerial achievements, job performances, and business consequences, while ensuring adaptability and resilience in handling industry challenges by cultivating innovation culture, commitment, and continuous upgrading.

6.3 Limitations and further research

Despite its contributions, the findings of this research still require further generalizability as well as the study's temporal aspect, which is the study's most noteworthy limitation. In addition, the targeted sample of this study includes four and five-star hotels and category "A" travel agencies in Egypt. The organizations will benefit from broadening future empirical works investigating TFL, IMs, OCB, OC, and OI to cover different T&H providers. Future studies could consider increasing the sample size and including a more varied range of respondents from various areas and sectors within the T&H sector to improve generalizability. Additionally, highlighting the perspective of the managers engaged, this study has then looked at OCB, OC, and OI in terms of the category (i.e., supply-side). Thus, a further limitation is detected by measuring OCB and OC based on employees' knowledge and experience rather than following a longitudinal investigation. Therefore, we recommend addressing the same constructs in other developing countries in the MENA region. Furthermore, conducting a multi-group analysis to enrich the results based on socio-demographic characteristics (e.g., job title, identity, social status, educational qualifications, earnings, etc.) is advised. Since this study evaluated whether OCB and OC mediate the relationship between TFL, IMs, and OI, future studies could look at extra convenient HRM constructs.

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