

Mediating Effects of Trust in Leaders and Supervisor Support on the Soft Skills of Hotel, Airline, and Tourism and Service Business Workers' Job Performance

Tippawan Jantamaneechot¹ Sippavit Wongsuwatt^{2*} Wipada Thaothampitak³

^{1,2*,3}*Faculty of Commerce and Management, Prince of Songkla University, Trang Campus, Trang, Thailand*

*Corresponding author e-mail: sippavitch.w@psu.ac.th

Received: 24 December 2025; Revised: 12 March 2026; Accepted: 12 March 2026

Published online: 28 August 2026

Abstract

This study focused on exploring how soft skills influence job performance and investigating the role of trust in leaders and supervisors support from among hotel, airline, and tourism and service industry employees based on affective event theory. Using a quantitative method, data was collected from 420 participants who were working in hotel, airline, and tourism and service businesses located along Thailand's Andaman coast using quota sampling, which represents an 84.5% response rate to the online questionnaires distributed for data gathering. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), this research highlights the direct and indirect effects of trust in leaders and supervisors' support on soft skills' effects on job performance. The results indicate a significant impact by soft skills on job performance, trust in leaders, and supervisors' support. The findings showed that trust in leaders and supervisor support significantly mediated the impact soft skills on job performance. Soft skills, trust in leaders, and supervisor support are currently viewed as an essential element for workers, especially in the tourism and hospitality sector, to enhance their job performance. Yet, there have been few studies intended to determine the influences of soft skills on workers' job performance, trust in leaders, and supervisor support separately in the contexts of hotel, airline, and tourism and service businesses. Thus, this research intended to eliminate the research gap in making academic originality and present useful contributions of the related suggestions based on the findings.

Keywords: Job performance, Soft skill, Supervisor support, Tourism and hospitality, Trust in leader

INTRODUCTION

Businesses in the tourism and hospitality industry have faced massive challenges throughout several recent crises. The rise in unemployment and job insecurity for many employees has directly led to loss of their incomes (Almeida & Santos, 2020). In particular, the hotel, airline, and tourism and service business sectors have suffered severely from the crises' impacts. Many enterprises in these sectors have been forced to close permanently due to significant revenue losses, customer decreases, and liquidity shortages that arose from recent crises, while other enterprises have had to lay off employees (Tu et al., 2021). As a result, today, many employers are focusing on characteristics that are important in their employees, seeking candidates who have both technical and non-technical, or soft skills. The search for such desirable characteristics has had a profound impact on the recruiting process for numerous positions. An increasing number of sectors are focusing more on an applicant's soft skills when choosing the right candidate in the recruitment process (Dominique-Ferreira et al., 2022). Soft skills are considered a significant driving and supporting force behind organizational success, as they enable employees to adapt and adjust to the constantly changing circumstances, issues, problems, and challenges they need to confront (Rienda et al., 2024). For example, an efficient workforce in the hospitality sector displays appropriate skills throughout the service delivery process (Singh & Jaykumar, 2019). Previous studies have indicated that employers in the hospitality sector greatly appreciate the skills and willingness to meet customers' needs, communicate effectively, and be flexible (Glińska-Neweś et al., 2020).

This research concentrated on the significance of soft skills as a factor that could enhance and improve the job performance of employees in the hotel, airline, and tourism service sectors along Thailand's Andaman coast. This area represents a critical part of the tourism industry in Thailand, which has been especially severely impacted by previous crises such as the COVID-19 pandemic. Soft skills reflect the personal traits and non-technical abilities that one possesses, in addition to the hard, or technical, skills that are needed (Matteson et al., 2016). Previous studies have highlighted the importance of soft skills in enhancing employee's interactions, communication, and job performance and their critical role in career advancement (Singh & Jaykumar, 2019). Although prior research has acknowledged the benefits of soft skills on employee and organizational performance, there are still gaps in understanding whether these skills can enhance job performance and yield similar results for employees in the hotel, airline, tourism, and service business sectors. However, despite the tourism and hospitality industry being known for its diverse range of direct and indirect job opportunities, there are also significant drawbacks, such as low pay, limited job security, and long working hours. This creates a challenging work environment for employees to be able to meet customer demands (Preko & Anyigba, 2024) in operations such as hotels, tour operations, and airlines. Additionally, these businesses are dynamic and stressful, and customer expectations are constantly changing. Therefore, it is important to support workers while maintaining their well-being. In such cases, supervisor support may help employees handle their duties and whatever challenges arise because their supervisors can promote the employees' empowerment and collaboration (Yulihardi et al., 2022). In turn, this can lead to increased job performance in the workplace (Le et al., 2025). In the context of tourism and hospitality, the supervisor's support and help of their subordinates' is critical for creating the trust to enable employees to manage their working and social lives successfully while dealing with the problems and challenges they face, such as long working hours, frequent changing shifts (job rotation), complex customer needs and desires, limited days-off, and

work environment challenges related to colleagues (Bello et al., 2021). Thus, trust in leaders and supervisor support might be direct or indirect elements related to employees' performance, especially in the tourism and hospitality sector, which may influence the outcomes of their efforts. However, the extent to which trust in leaders and supervisor support affects the relationship between soft skills and job performance in these sectors remains unclear. Therefore, addressing these gaps was the focus of this research.

Based on the research gaps and the importance of comprehending the roles of trust in leaders and supervisor support on tourism and hospitality workers in each sector, this study proposed twofold perspectives probing both the potential direct and indirect influences of soft skills on job performance by drawing from the affective event theory (Weiss & Cropanzano, 1996). On the one hand, in respect to the direct effects, the study analyzed soft skills' effects on job performance, trust in leaders, and supervisor support, as well as the direct effects of trust in leaders and supervisor support on job performance. On the other hand, this study also examined the indirect effects resulting from the mediating roles played by trust in leaders and supervisor support within the hotel, airline, and tourism and service business sectors. This research proposes that employees' job performance in these sectors is influenced by the levels of their soft skills. This would mean that employees with strong soft skills are likely to achieve higher levels of job performance. Furthermore, supervisors support may positively influence their job performance, especially when employees trust their supervisor and perceive that they will receive support from them. Regarding the advancement of managerial knowledge, this research affords us new understanding of the implications for employees and organizations in these business sectors by identifying specific soft skills that enhance an employee's performance and uncovering which elements of trust in leaders and supervisors' support tend to boost employee performance in the workplace for each business sector in the tourism and hospitality industry.

LITERATURE REVIEW

1. Affective Events Theory

Understanding the influences of soft skills in increasing job performance is crucial for enhancing employees, especially those who work in the tourism and hospitality sectors, and this phenomenon can be explained by the affective event theory. The affective event theory is a mental model intended to explain the construction between emotions and feelings in the workplace which emphasizes the role of work events as proximal causes of affective reactions (Weiss & Cropanzano, 1996). The theory explains the linkages between employees' internal influences - cognitions, emotions, and mental states - and their reactions to incidents that occur in their work environment that affect their performance (Wegge et al., 2006). Therefore, the affective events theory was used to explain the affective experiences of employees in workplace and their skills related to emotional and social behaviors, trust in leaders, and supervisor support as the causes of changes in their job performance.

2. The Effect of Soft Skills on Job Performance

The goal of any business is profitability, which is generally considered as the primary indicator of success, and a company's profitability is greatly relies on the performance of their workers. An organization's overall performance is determined by its collective outcomes, which rely on the performance of its individual employees

(Phuong & Vinh, 2020). Basically, employees who can demonstrate outstanding performance in their roles are more likely to have better job opportunities and career growth compared to those with poor performance. Overtime, job performance has been studied from a multitude of perspectives. One definition described it as a combination of an individual's abilities, skills, and efforts applied in specific situations. Job performance is generally defined as whether a worker performs his/her assigned duties well or not (Lawler & Porter, 1967). In hospitality-related industries, an employee's performance is associated with work that supports the organizational goals, both in front-office and back-office roles, where employees require specific knowledge and skills to efficiently handle their service procedures and meet accommodation standards (Phuong & Vinh, 2020). Organizations actively seek to recruit and retain high-performing employees who have demonstrated strong performance and can handle pressure, particularly during times of crisis, as these individuals play a crucial role in the organization's ability to adapt and recover (Sun et al., 2022).

An extremely excellent level of job performance is increasingly expected for employees in tourism and hospitality, with the principals increasingly focusing on the importance of their employee's soft skills. This focus offers opportunities for skilled and well-educated individuals to thrive and excel in their duties (Singh & Jaykumar, 2019). Moreover, developing soft skills has become a priority for employers in these industries, as employees require strong interpersonal abilities to collaborate and work effectively in team-based environments (Weber et al., 2020). Soft and hard skills the two main types of skills employers look for while recruiting and selecting workers. Shabir and Sharma (2019) stated that employees who have soft skills can achieve success and survive in their occupations because they have better emotional intelligence and higher levels of obligation, consistency, interaction, and performance. In the context of the hotel, airline, and tourism and service sectors, soft skills are extremely important for dealing with the variety of customers and tourists which employees interact with. For example, emotional intelligence is an essential skill for front-line hospitality staff because they are expected to engage in large numbers of social interactions with customers (Warhurst & Nickson, 2007). Additionally, Thai hospitality managers view having good interpersonal skills as the most important competency for their employees (Weerakit & Beeton, 2018). Thus, soft skills help workers perform their jobs with efficiency and effectiveness while using acquired skills and knowledge to advance their interactions with society. In this research, the soft skills required for hotel, airline, and tourism and service workers are represented by abilities promoting the adaptive and positive behaviors needed to deal with the demands and challenges related to the demands of real-time workplace encounters with clients. Spowart (2011) has shown that soft skills are essential for the demanding environment of the hospitality sector. Mahfud et al. (2017) investigated the need for soft skill competency and reported that soft skill competency requires social skills, higher order intelligence, self-control, and communication skills.

This study proposes that soft skills enhance employee performance in the hotel, airline, and tourism and service arenas. A multitude of factors related to the environment, job, and individual affect performance (Diamantidis & Chatzoglou, 2019). To provide a clearer framework for the research, soft skills in this study generally refers to customer service skills, organizational skills, communication skills, emotional intelligence, flexibility and adaptability, teamwork, creativity, and critical thinking (Deale & Lee, 2021; Francis et al., 2019; Mahfud et al., 2017; Singh & Jaykumar, 2019; Spowart, 2011). Ibrahim et al. (2017) proposed that soft skills are a predictor of employee

work performance because acquiring them improves their work performance. Once employees attain these skills, they are better able to perform their duties. As previously mentioned, soft skills are an independent variable that was incorporated in this study to determine how it enhances the individual performance of hotel, airline, and tourism and service workers. This study proposed that, even though hotel, airline, and tourism and service businesses are classified as parts of the tourism and hospitality industry, the effects of workers' soft skills may influence performance different manners. Considering these perspectives, the following hypothesis is presented:

H1: Soft skills will positively influence the job performance of hotel (H1A), airline (H1B), and tourism and service (H1C) workers.

3. The Effect of Soft Skills on Trust in Leaders and Supervisor Support

In addition to the impacts of soft skills on job performance, this study asserts that these effects may be related to the trust that hotel, airline, and tourism and service personnel place in their leaders, and by the support that they receive from their supervisors. Trust plays an important role in collective behavior related to the productivity of an individual, group, or organization, and reflects the efficiency of the collaborative process (Zia-ur-Rehman et al., 2022). Trust in leaders refers to the willingness of subordinates to trust in, and rely on, their leaders (Soderberg & Romney, 2022). The level of trust in their leaders is a part of what forms the employees' perspectives of the quality of their relationship with their leaders, and employees will have a higher level of confidence when they feel like they have a good relationship with their leaders (Mo & Shi, 2017). Supervisor support refers to the perceptions of employees related to recognition, contribution, appreciation, and care for their well-being that their supervisors display towards them (Ahmed et al., 2016). Supervisor support can include both instrumental and emotional support where the supervisors hold a key position relevant to being able to help their subordinates perform their jobs. On the other hand, subordinates who recognize the need to, and know how to, work well with other workers are also more able to collaborate with their supervisors seamlessly. In this example, emotional intelligence, which is a soft skill, plays an important role in supervisor support. From this perspective, employees having good soft skills, such as interpersonal and emotional skills, may contribute to them being able to socialize and live in society appropriately, as well as helping them to understand and relate to those around them in workplace. For example, the communication skills of employees help them interact effectively with their leaders, which, in turn, leads to increased support from and trust in their leaders (Holland et al., 2017). Based on these perspectives, the following hypotheses are presented:

H2: Soft skills will positively influence the trust in leaders of hotel (H2A), airline (H2B), and tourism and service (H2C) workers.

H3: Soft skills will positively influence the perceptions of supervisor support of hotel (H3A), airline (H3B), and tourism and service (H3C) workers.

4. The Effect of Trust in Leaders and Supervisor Support on Job Performance

Social science studies examining the character of trust in leaders in the context of organizations have confirmed that having trust in their leaders is one of the most important factors related to an employee's job performance (Wang et al., 2021). In addition, trust in leaders also increases an employee's sense of security and support from

their supervisors, and facilitates effective collaboration within the organization (Fitriani & Wulansari, 2018). Previous studies have also indicated that supervisor support influences an employee. For example, Nabawanuka and Ekmekcioglu (2022) indicated that supervisor behavior directly impacts employee well-being. Additionally, support from their leaders not only increases the quality of the employees' work lives, it is also an important resource allowing employees to solve work-related issues promptly (Hidayah Ibrahim et al., 2019). Based on this perspective, it is posited that having greater trust in leaders and supervisor support would have yield would lead to enhanced job performance. However, the primary aim of this study is to examine whether or not trust in leaders and supervisor support might influence employees' performance in different ways while yielding the same or different outcomes. Considering these perspectives, the following hypotheses are presented:

H4: Trust in leaders will positively influence the job performance of hotel (H4A), airline (H4B), and tourism and service (H4C) workers.

H5: Supervisor Support will positively influence the job performance of hotel (H5A), airline (H5B), and tourism and service (H5C) workers.

5. Mediating Effect of Trust in Leaders and Supervisor Support

Generally, trust in, and support from, leadership facilitates the enhancement of the employees' job performances. From a relationship perspective, a leader's characteristics, such as the employees' trust in their leaders and the leader's perceived support, provides mediation which enhances and increases the employees' ability to perform (Mo & Shi, 2017). For example, the relationship between transformational leadership and performance is fully mediated by trust (Goodwin et al., 2011). In addition, transformational leadership and performance among newcomers in hotel organizations is facilitated by supervisor support (Chen & Wu, 2020). In this study, we propose that hotel, airline, and tourism and service workers who have higher levels of soft skills can be induced to increase their trust in their leaders and their perception of supervisor support. Moreover, this study proposes that the soft skills of hotel, airline, and tourism and service workers will lead to a positive association between higher levels of trust in their leaders and perceived supervisor support, which may translate into better job performance. From these perspectives, the following hypotheses arise:

H6: Trust in leaders mediates a positive relationship between soft skills and the job performance of hotel (H6A), airline (H6B), and tourism and service (H6C) workers.

H7: Supervisor support mediates a positive relationship between soft skills and the job performance of hotel (H7A), airline (H7B), and tourism and service (H7C) workers.

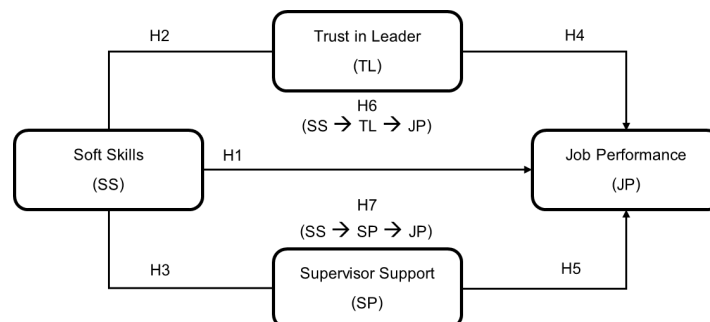


Figure 1: Research conceptual framework

RESEARCH METHODOLOGY

1. Population and Samples

The data for this study were obtained from employees working in hotel, airline, and tourism and service businesses located along Thailand's Andaman coast. Participants were selected to ensure they met the following criteria: (a) employment in a hotel, airline, or tourism and service businesses along the Andaman coast, (b) having undergone at least a single performance evaluation cycle with their supervisor, and (c) successful completion of at least one performance evaluation. Due to the exact number of employees in each business sector being unknown, the sample size was calculated using Cochran's formula to achieve a 95 percent confidence level (Cochran, 1953), resulting in a required minimum combined sample size of 384 participants from three business sectors. Therefore, it was decided that 420 participants would be recruited using quota sampling with similar a proportion recruited from each business sector. Thus, 144 participants were recruited from the hotel sector, 136 participants from the airline sector, and 140 participants from the tourism and service sector. Quota sampling was chosen as it allowed for the inclusion of all specific relevant criteria representing the tourism and hospitality industries was considered suitable for gathering data across multiple business sectors.

2. Research Instrument

Before completing the survey, participants were required to sign an online consent form. The form confirmed that participants had been informed of all relevant details, including their right to withdraw from the research process at any period without providing any explanation, prior to the data collection process. Once they signed the consent form, participants were instructed to fill out the questionnaires and submit the completed questionnaires to the researchers directly. The study utilized a five-point Likert scale, ranging from 1 (least) to 5 (most), to measure various constructs, including soft skills, job performance, trust in leadership, and supervisor support. The measurement of soft skills in this study employed an eight-item scale adapted from prior research (Deale & Lee, 2021; Mahfud et al., 2017). Example items included "I am dedicated to providing the greatest service and benefits for clients.", "I can recognize my feelings, strengths, weaknesses, and desires very well.", and "I constantly have a new method to solving problems." Job performance was evaluated using a scale adapted from Wang et al. (2021), which consisted of four items with examples such as: "I can accomplish my goals with my effort." and "The value of my performance is related to client interactions." Trust in leaders was assessed using three items adapted from Qiu et al. (2019). Additionally, supervisor support was measured by a three-item scale adapted from Hidayah Ibrahim et al. (2019).

The SmartPLS algorithm was used to complete partial least squares structural equation modelling (PLS-SEM) for data analysis. The independent variable was soft skills, while trust in leaders and supervisor support served as mediators between soft skills and job performance. Additionally, this algorithm was used to estimate the models for each sector included in this study as classified by business sector (i.e., hotel, airline, and tourism and service business sectors). PLS-SEM encompasses a wide range of statistical tools, including factor loading analysis, path analysis, composite reliability evaluation, and model estimation (Suthatorn & Charoensukmongkol, 2022). This method is particularly suitable for analyzing non-normally distributed data, as it minimizes bias and offers greater

robustness compared to other SEM estimation techniques (Hair et al., 2017). Given the conceptual framework of this study, PLS-SEM was chosen as the most reliable method for estimating a model with two mediating variables.

3. Collection of Data

Following approval, data collection was conducted using online questionnaires distributed between January–April 2023 and September–December 2023. The research team contacted the human resources directors of 130 businesses and requested their cooperation in facilitating access to their employees for the study. Out of this number, 114 HR directors consented, including 45 from the hotel sector, 30 from the airline sector, and 39 from the tourism and service business sector. The questionnaire was distributed to 497 participants via their HR departments, who shared questionnaires, along with information about the questionnaire, such as the study's objectives, an explanation of each section, and instructions for completion. By the end of the data collection period, 420 fully completed questionnaires were received, yielding an 84.5% rate of response.

4. Ethical Approval

Before initiating data collection, the research plan and instruments were granted ethics approval (No. PSU IRB 2021-LL-CM 014) (Internal) from the center for social and behavioral sciences institutional review board.

RESULTS

The demographic profile of the respondents working in the hotel, airline, and tourism and service businesses located along Thailand's Andaman coast is provided in table 1.

Table 1: Demographic features of the respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	170	40.5
	Female	250	59.5
Educational Level	Below Bachelor' degree	92	22.0
	Bachelor' degree	290	60.0
	Above Bachelor' degree	38	9.0
Type of Career	Hotel	144	34.3
	Airline	136	32.4
	Tourism and Service	140	33.3

Note: Total respondents are 420.

1. Measurement Model Assessment

Before evaluating the structural model, it was essential to assess the data's quality to guarantee the study's internal consistency (see Table 2). First, convergent validity was examined by analyzing the factor loadings, which were required to meet a threshold of 0.7 (Hair et al., 2017). The results indicated that factor loading values were above 0.70, confirming the internal consistency of all indicators. Next, Cronbach's alpha coefficients were calculated to determine reliability, with a minimum result of 0.70 established as the criterion (Nunnally, 1975). All

indicators surpassed this threshold, confirming the model's reliability. Additionally, composite reliability (CR) and average variance extracted (AVE) values were calculated, with the CR exceeding 0.70 and the AVE exceeding 0.50, aligning with the acceptable levels for convergent validity (Hair et al., 2017). These findings confirmed the model's convergent validity for the hotel, airline, tourism, and service industries.

Table 2: Convergent validity

Variable	Items	Factor Loadings	α	CR	AVE
Soft Skills	8	0.793–0.917	0.946	0.955	0.728
Job Performance	4	0.815–0.858	0.869	0.910	0.717
Trust in Leader	3	0.914–0.946	0.925	0.952	0.870
Supervisor Support	3	0.931–0.939	0.929	0.955	0.876

Discriminant validity was subsequently assessed using the Fornell-Larcker criterion, which requires the square root of AVE for each latent variable to exceed its correlations with other variables (Fornell & Larcker, 1981). As shown in table 3, this condition was satisfied. Additionally, cross-loading values were examined to further confirm discriminant validity, with results indicating appropriate levels as items showed higher loadings on their respective constructs. Furthermore, the Heterotrait-Monotrait ratio (HTMT) was employed, requiring values below the 0.90 threshold (Henseler et al., 2015). The HTMT analysis confirmed acceptable discriminant validity, as all values fell within the required range (Table 4). Lastly, multicollinearity was assessed by analyzing the variance inflation factor (VIF) values, which ranged between 1.138 and 3.078, remaining below the critical value of 3.3 (Petter et al., 2007). These results determined multicollinearity was not a concern in this study.

Table 3: Discriminant validity (Fornell-Larcker criterion)

Variable	Soft Skills	Job Performance	Trust in Leader	Supervisor Support
Soft Skills	0.85	-	-	-
Job Performance	0.62	0.84	-	-
Trust in Leader	0.37	0.43	0.93	-
Supervisor Support	0.38	0.48	0.76	0.93

Note: The value on the top in each column shows the square root of the AVE.

Table 4: Heterotrait-Monotrait ratio (HTMT)

Variable	Soft Skills	Job Performance	Trust in Leader	Supervisor Support
Soft Skills	-	-	-	-
Job Performance	0.68	-	-	-
Trust in Leader	0.40	0.48	-	-
Supervisor Support	0.40	0.53	0.82	-

2. Hypothesis Testing Results

In hypothesis testing, we aimed to examine the influence of soft skills on the job performance of workers in the context of the tourism and hospitality industry (see in Table 5), while focusing on each type of career, specifically the hotel (Group A), airline (Group B), and tourism and service (Group C) sectors, as shown in table 6.

Based on a general overview of the industry, the significance of the path coefficient and R^2 were measured. According to the thresholds proposed by Hair et al. (2019), the values of 0.25, 0.5, and 0.75 for R^2 are indicate weak, moderate, and strong explanatory power of the models, respectively. Results from testing hypothesis 1 (H1) indicated that workers' soft skills have a statistically significant positive influence on their job performance ($\beta = 0.620, p < 0.001, R^2 = 0.658$). Therefore, H1 is supported. Next, hypothesis 2 (H2) indicated that the tourism and hospitality workers' soft skills had a statistically significant positive influence on trust in leaders ($\beta = 0.360, p < 0.001, R^2 = 0.261$). Therefore, H2 is supported. As for hypothesis 3 (H3), the tourism and hospitality workers' soft skills were found to have a statistically significant positive influence on supervisor support ($\beta = 0.383, p < 0.001, R^2 = 0.324$). Thus, H3 is supported. Hypothesis 4 (H4) showed that trust in leaders had a significant direct effect on tourism and hospitality workers' job performance ($\beta = 0.207, p < 0.01$). Therefore, H4 is supported. As for hypothesis 5 (H5), supervisor support was found to have a significant direct effect on tourism and hospitality workers' job performance ($\beta = 0.232, p < 0.01$). Thus, H5 is supported. The results for H4 and H5 indicate that the model demonstrates a moderate level of direct explanatory power regarding job performance ($R^2 = 0.516$). Hypothesis 6 (H6) showed that trust in leaders had a significant mediating effect on the positive influence of tourism and hospitality workers' soft skills on the job performance ($\beta = 0.111, p < 0.01$). Therefore, H6 is supported. Testing of hypothesis 7 (H7) revealed that supervisor support had a significant mediating effect on the positive influence of tourism and hospitality workers' soft skills on the job performance ($\beta = 0.115, p < 0.001$). Thus, H7 is supported. to the test results for H6 and H7 indicate that the model demonstrates a moderate level of indirect explanatory power regarding job performance ($R^2 = 0.683$).

In the context of hotel workers, hypothesis 1A (H1A) showed that the hotel workers' soft skills had a significantly positive influence on their job performance ($\beta = 0.697, p < 0.001$). Therefore, H1A is supported. Regarding hypothesis 2A (H2A), the result showed that the hotel workers' soft skills had a positive influence on trust in their leaders ($\beta = 0.554, p < 0.001$). Thus, H2A is supported. Testing of hypothesis 3A (H3A) revealed that their soft skills had a positive influence on supervisor support ($\beta = 0.611, p < 0.05$). Therefore, H3A is supported. Hypothesis 4A (H4A) results showed that trust in leaders had a significant direct effect on hotel workers' job performance ($\beta = 0.146, p < 0.001$). Therefore, H4A is supported. As for hypothesis 5A (H5A), supervisor support was found to have a significant direct effect on hotel workers' job performance ($\beta = 0.134, p < 0.001$). Thus, H5A is supported. Testing of hypothesis 6A (H6A) revealed that trust in leaders had a significant mediating effect on the positive influence of soft skills on the hotel workers' job performance ($\beta = 0.215, p < 0.001$). Therefore, H6A is supported. Testing of hypothesis 7A (H7A) revealed that supervisor support had a significant mediating effect on the positive influence of soft skills on the hotel workers' job performance ($\beta = 0.192, p < 0.001$). Therefore, H7A is supported.

In the respect to airline business, hypothesis 1B (H1B) test results indicated that airline workers' soft skills had a significantly positive influence on their job performance ($\beta = 0.523, p < 0.001$). Therefore, H1B is supported. Next, the result from testing hypothesis 2B (H2B) showed that airline workers' soft skills had a significantly positive influence on trust in leaders ($\beta = 0.131, p < 0.01$). Thus, H2B is supported. Hypothesis 3B (H3B) test results showed that airline workers' soft skills had a significantly positive influence on supervisor support ($\beta = 0.160, p < 0.01$). Thus, H3B is supported. Results for hypothesis 4B (H4B) showed that trust in leaders had a significant direct effect on airline workers' job performance ($\beta = 0.101, p < 0.01$). Therefore, H4B is supported. Testing for hypothesis 5A

(H5A) revealed supervisor support had a significant direct effect on airline workers' job performance ($\beta = 0.128, p < 0.01$). Thus, H5A is supported. As for hypothesis 6B (H6B), test results revealed that trust in leaders had a significant mediating effect on the positive influence of soft skills on the airline workers' job performance ($\beta = 0.106, p < 0.01$). Therefore, H6B is supported. Testing of hypothesis 7B (H7B) revealed that supervisor support did not have a significant mediating effect on the positive influence of soft skills on the airline workers' job performance ($\beta = 0.054, p > 0.05$). Therefore, H7B is not supported.

In terms of tourism and service businesses, the evaluation of hypothesis 1C (H1C) indicated that tourism and service workers' soft skills had a significantly positive influence on their job performance ($\beta = 0.606, p < 0.001$). Therefore, H1C is supported. Next, hypothesis 2C (H2C) assessment results revealed that the soft skills of tourism and service workers had a statistically significant positive influence on trust in leaders ($\beta = 0.405, p < 0.001$). Therefore, H2C is supported. As for hypothesis 3C (H3C), assessment results indicated that the tourism and service workers' soft skills had a positive influence on supervisor support ($\beta = 0.365, p < 0.001$). Thus, H3C is supported. Testing of hypothesis 4C (H4C) showed that trust in leaders did not have a significant direct effect on tourism and service business workers' job performance ($\beta = 0.044, p > 0.05$). Therefore, H4C is not supported. However, the results for hypothesis 5C (H5C) revealed that supervisor support had a significant direct effect on tourism and service business workers' job performance ($\beta = 0.113, p < 0.01$). Thus, H5A is supported. Testing of Hypothesis 6C (H6C) revealed that trust in leaders did not have a significant mediating effect on the positive influence on soft skills effect on tourism and service business workers' job performances ($\beta = 0.013, p > 0.05$). Thus, H6C is not supported. Testing mediating effect of hypothesis 7C (H7C) revealed that supervisor support had a significant mediating effect on the positive influence of soft skills on tourism and service business workers' job performance ($\beta = 0.108, p < 0.01$). Therefore, H7C is supported.

Table 5: Hypotheses testing results – Overview in tourism and hospitality industry

Hypothesis	Path Analysis	Path Coefficient	R ²	Result
H1	SS → JP	0.620***	0.658	Supported
H2	SS → TL	0.360***	0.261	Supported
H3	SS → SP	0.383***	0.324	Supported
H4	TL → JP	0.207**	0.516	Supported
H5	SP → JP	0.232**		Supported
H6	SS → TL → JP	0.111**	0.683	Supported
H7	SS → SP → JP	0.115***		Supported

Note: *** $p < 0.001$, ** $p < 0.01$

Table 6: Hypotheses testing results – Classification in each sector as hotel, airline, and tourism and service

Path Analysis	Hotel (n = 144)			Airline (n = 136)			Tourism (n = 140)		
	H(A)	β	Result	H(B)	β	Result	H(C)	β	Result
SS → JP	H1A	0.697***	Supported	H1B	0.523***	Supported	H1C	0.606***	Supported
SS → TL	H2A	0.554***	Supported	H2B	0.131**	Supported	H2C	0.405***	Supported
SS → SP	H3A	0.611***	Supported	H3B	0.160**	Supported	H3C	0.365***	Supported

Table 6: Hypotheses testing results – Classification in each sector as hotel, airline, and tourism and service (Cont.)

Path Analysis	Hotel (n = 144)			Airline (n = 136)			Tourism (n = 140)		
	H(A)	β	Result	H(B)	β	Result	H(C)	β	Result
TL → JP	H4A	0.146***	Supported	H4B	0.101**	Supported	H4C	0.044	Rejected
SP → JP	H5A	0.134***	Supported	H5B	0.128**	Supported	H5C	0.113**	Supported
SS → TL → JP	H6A	0.215***	Supported	H6B	0.106**	Supported	H6C	0.013	Rejected
SS → SP → JP	H7A	0.192***	Supported	H7B	0.054	Rejected	H7C	0.108**	Supported

Note: *** $p < 0.001$, ** $p < 0.01$

DISCUSSION AND CONCLUSIONS

This research focused on examining the effects of soft skills on job performance and investigating the roles of trust in leaders and supervisor support related to hotel, airline, and tourism and service business workers. The PLS-SEM analysis confirmed soft skills' positive effects on the job performance of workers in the tourism and hospitality industry. Results indicate workers with better soft skills can enhance their performance. Although this research was conducted on a sector-by-sector basis, the findings confirmed that soft skills play a significant role in enhancing employee performance, both within the industry context in general and in the context of each individual business sector. Soft skills indicate workers' aptitudes to leverage their emotions while working, generate novel problem-solving tactics, and display appropriate conduct when interacting with the public, which promulgated positive influences on their performance. The effects on job performance effects, in the context of this research, appear to correlate with results from prior studies confirming the positive effects of soft skills on job performance (Abas & Imam, 2016; Akla & Indradewa, 2022; Ibrahim et al., 2017).

Soft skills also influenced the trust in leaders and supervisor support of workers in both in the industry context and in the context of each discrete business sector. Findings indicate that workers in the hotel, airline, and tourism and service business sectors possessing superior soft skills can create more trust in their leaders and have a greater sense support from their supervisors. Based on the affective event theory (Weiss & Cropanzano, 1996), these findings confirm the function of workers' soft skills as "emotional traits" that help employees cope with "workplace events", such as crises, service failures, and problems arising from working with others, especially supervisors. These findings also seem to correlate with outcomes of prior research which has demonstrated the effect of the emotional intelligence of managers on trust in others (Rezvani et al., 2016). Additionally, this is consistent with the previous study by Eva et al. (2024), who found that employees in service sector trust in managers and organizations relied on an increased level of their managers' soft skills, such as leadership, communication, and teamwork skills. However, there is no evidence showing soft skills have a significant influence on supervisor support in the context of tourism and hospitality in this study. The new findings of this study are emphasized by the conclusion that workers in the hotel business, airline business, and tourism and service business industries expressed having more trust in their leaders and that they derived more supportive behavior from their supervisors when they displayed a high level of soft skills in the workplace.

In terms of the effects of trust in leaders and supervisor support, the findings confirm the direct effects of trust in leaders and supervisor support on job performance, which is consistent with previous studies (Farmanesh et al., 2023; Tarkang et al., 2022). This indicates that, when workers have more trust in their leaders and perceive

supervisor support, they will display greater performance regarding their job. However, trust in leaders was found to not significantly influence tourism and service business workers' job performance. This may be attributed the tourism and service business workers trust in leaders not being strong enough to have an effect on their work outcomes, which are mostly related to serving diverse customers and coping with immediate situations, which would be consistent with the study by Min et al. (2023), who found cultural intelligence of restaurant employees is an essential skill for serving diverse customers. Next, the analysis found ample evidence that trust in leaders at least partially mediates soft skills' effect on job performance among the target population. This insinuates that, when workers in these sectors perceive they have more trust in their leaders, they will exhibit enhanced performance if they also possess a high level of workplace related soft skills. This proof of a mediating role regarding trust in leaders parallels several perspectives in prior studies (Asad et al., 2022; Kadarusman & Bunyamin, 2021; Lee et al., 2024). Additionally, these findings are consistent with the previous study by Farmanesh et al. (2023), who found that the association between sustainable HRM and job performance becomes more robust when mediated by trust in leaders. In the contexts of this study's area, the findings align with previous research by Tarkang et al. (2022), who discovered a significantly mediating impact on trust in leadership in the connections among ethical leadership, affective commitment, and the deviance behavior of workers in hotel business. In addition, this study's findings are consistent with the previous study by Gülbahar (2025), who found that trust in leadership mediated the relationship between transformational leadership and employee innovation in the aviation industry. However, trust in leaders was found to not significant mediate the effect of soft skills' effect on tourism and service business workers' job performance. This finding confirms that trust in leaders does not have both direct and indirect effects on employees' job performance in the context of the tourism and service business sector. While, the analysis in this study found sufficient evidence that supervisor support plays a partially mediating role in the influence of workers' soft skills on job performance in the tourism and hospitality industry, hotel, and tourism and service businesses, the findings also suggest that workers who have better soft skills can improve their performance more when they receive good support from their supervisors. This is also in agreement with previous research maintaining the mediating role of supervisor support (Sekhar & Patwardhan, 2023). Additionally, this is consistent with the exiting study by Quratulain and Al-Hawari (2021), who found that supervisor support had a significant interactive effect on work adjustment and performance. However, supervisor support was found to not significantly mediate the effect of soft skills on airline workers' job performance. This may be attributed to the fact that airline operations are often strictly controlled by standard operating procedures (SOPs) (Bashatah & Sherry, 2023). Perhaps in such a "rigorous" environment, trust in the integrity of leaders (trustworthiness) may be more important than the leaders' personal assistance (support). While, in the tourism industry, work is often fragmented, or more field-based, which may be why direct supervisory support is a more significant driving force than long-term trust in leadership. Additionally, these findings confirm and support the phenomenon of the affective event theory promulgated by Weiss and Cropanzano (1996), which asserts that the framework of the mechanism that promulgates trust in leaders and supervisor support plays a role in how work events are influenced by workers' soft skills, as well as their emotional traits. If this is correct, trust in leaders and supervisor support will influence workers' job performance differently depending on whether the workers have positive or negative affective reactions. Therefore, the new findings of this study are emphasized by the conclusion that trust in leaders is a

crucial factor related to enhancing workers' job performance, especially in hotel and airline businesses, when they possess a high level of soft skills. Whereas, supervisor support plays a key role in increasing hotel and tourism workers' job performance.

1. Theoretical Implications

This study contributes to the academic field by investigating the interaction effects of employees' soft skills and their trust in leaders and support from their supervisors on the job performance. This research supports the affective event theory (Weiss & Cropanzano, 1996) that explains how emotions which are prompted by workplace events influence an employee's performance and behavior. Thus, this theory is still valid for the explanation of employees' experiences in the workplace and those experiences' effects on their job performance.

2. Practical Implications

This study provides valuable insights that can be applied in various practical contexts. Multiple recommendations for hotel, airline, and tourism and service businesses requiring practical consideration related to enhancing employee potentials in these sectors, which have been so significantly disrupted by recent crises and changes, arise from this research. First, from the employee's perspective, workers in tourism and hospitality industry should increase and develop the soft skills that are necessary for them to utilize when working in their present situations, including customer service skills, organizational skills, communication skills, emotional intelligence, flexibility and adaptability, teamwork, creativity, and critical thinking, as these skills can enhance their job performance, improve the level of trust in their leaders, and also increase the level of support received from their supervisors. Thus, workers should (1) assess themselves to determine what essential soft skills related to their jobs that they currently possess and whether they are sufficient, (2) apply their best existing soft skills appropriately to enhance their work performance, and (3) develop the soft skills that they are still missing which are essential for their careers to prepare to meet industry demands, particularly in our rapidly evolving, technology-driven global market.

Second, as leaders, creating trust in us among our workers should be the foundation for every effective interaction since successfully achieving this requires honesty and sincerity to work, especially in the hotel and airline businesses. When workers trust their leaders, they feel valued, supported, and empowered to give their best. Thus, leaders should (1) communicate effectively to build trust with their teams, (2) develop emotional intelligence to foster stronger relationships, (3) create a culture of fairness, transparency, and accountability, and (4) empower workers to achieve their full potential.

Finally, businesses in the tourism and hospitality industry should continue developing their human resources and must provide adequate support, including enhancing their workers' soft skills through training, encouragement, and inspiring them to improve their ability to work and increase their job performance, with a specific focus on customer service skills, organizational skills, communication skills, emotional intelligence, flexibility and adaptability, teamwork, creativity, and critical thinking. Thus, HR teams should (1) identify the essential soft skills required for success in their business, (2) conduct employee skill gap analyses to find the areas where improvements can be made, (3) develop personalized plans to bridge the gaps that are discovered, and (4) deliver

effective training through appropriate methods. Thus, improving workers' soft skills will be beneficial from both the employee's and employer's perspectives, as it will enhance performance at the individual and, eventually, the organizational levels, especially in the tourism and hospitality industry.

LIMITATIONS AND RECOMMENDATIONS

This study has several limitations that should be acknowledged. First, the findings may not be fully applicable to industry employees in other regions of Thailand or elsewhere, as the sample was limited to workers located along Thailand's Andaman coast. Additionally, the use of a non-probability sampling method may introduce sampling bias, potentially affecting the representativeness of the results. For future research, it is suggested to explore the moderating effects of additional worker characteristics within these industries that could influence the relationships examined in this study. Furthermore, researchers are encouraged to investigate the impact of soft skills on other outcomes, such as employee engagement, turnover intentions, and career development, to better understand their significance in organizational settings.

ACKNOWLEDGEMENTS

Special thanks should be given to the Prince of Songkla University, Trang Campus, who gave us the precious opportunity to conduct the research and provided grants to fund our research. This work was supported by the Prince of Songkla University, Trang Campus budget for the fiscal year of 2021 under grant number CAM6403083S.

REFERENCES

- Abas, M. C., & Imam, O. A. (2016). Graduates' competence on employability skills and job performance. *International Journal of Evaluation and Research in Education*, 5(2), 119–125.
- Ahmed, U., Majid, A. H. A., & Zin, M. M. (2016). Moderation of meaningful work on the relationship of supervisor support and coworker support with work engagement. *Asian Journal of Business Environment*, 6(3), 15–20. <http://dx.doi.org/10.13106/eajbm.2016.vol6.no3.15>
- Akla, S., & Indradewa, R. (2022). The effect of soft skill, motivation and job satisfaction on employee performance through organizational commitment. *Budapest International Research and Critics Institute Journal (BIRCI-Journal)*, 5(1), 6070–6083.
- Almeida, F., & Santos, J. D. (2020). The effects of COVID-19 on job security and unemployment in Portugal. *International Journal of Sociology and Social Policy*, 40(9–10), 995–1003. <https://doi.org/10.1108/IJSSP-07-2020-0291>
- Asad, M., Dastgeer, G., Uz Zaman, N., Khalid, Z., Brohi, M. A., & Bibi, A. (2022). The role of authentic leadership in shaping performance feedback reactions: The mediating role of trust in leader. *South Asian Journal of Human Resources Management*, 9(1), 33–52. <https://doi.org/10.1177/23220937211059617>
- Bashatah, J., & Sherry, L. (2023). Method for formal analysis of the type and content of airline standard operating procedures. In *2023 Integrated Communication, Navigation and Surveillance Conference (ICNS)* (pp. 1–8). IEEE. <https://doi.org/10.1109/ICNS58246.2023.10124313>
- Bello, M. B., Aina, C., & Oluwole, A. (2021). The impact of job satisfaction on employees' turnover intention within the hotel industry in Lagos state, Nigeria. *African Journal of Hospitality, Tourism and Leisure*, 10(4), 1110–1130.
- Chen, T.-J., & Wu, C.-M. (2020). Can newcomers perform better at hotels? Examining the roles of transformational leadership, supervisor-triggered positive affect, and perceived supervisor support. *Tourism Management Perspectives*, 33, Article 100587. <https://doi.org/10.1016/j.tmp.2019.100587>

- Cochran, W. G. (1953). Matching in analytical studies. *American Journal of Public Health and the Nation's Health*, 43(6 Pt 1), 684–691. https://doi.org/10.2105/ajph.43.6_pt_1.684
- Deale, C. S., & Lee, S.-H. (2021). An exploratory study of hospitality and tourism stakeholders' perceptions of professional etiquette. *Journal of Hospitality & Tourism Education*, 33(1), 43–56. <https://doi.org/10.1080/10963758.2019.1654891>
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171–193. <https://doi.org/10.1108/IJPPM-01-2018-0012>
- Dominique-Ferreira, S., Rodrigues, B. Q., & Braga, R. J. (2022). Personal marketing and the recruitment and selection process: Hiring attributes and particularities in tourism and hospitality. *Journal of Global Scholars of Marketing Science*, 32(3), 351–371. <https://doi.org/10.1080/21639159.2020.1808845>
- Eva, T. P., Afroze, R., & Sarker, M. A. R. (2024). The impact of leadership, communication, and teamwork practices on employee trust in the workplace. *Management Dynamics in the Knowledge Economy*, 12(3), 241–261. <https://doi.org/10.2478/mdke-2024-0015>
- Farmanesh, P., Mostepaniuk, A., Khoshkar, P. G., & Alhamdan, R. (2023). Fostering employees' job performance through sustainable human resources management and trust in leaders—a mediation analysis. *Sustainability*, 15(19), Article 14223. <https://doi.org/10.3390/su151914223>
- Fitriani, Y., & Wulansari, N. A. (2018). Impact of empowering leadership on employee creativity by motivation to learn and trust in leader as a mediation. *Management Analysis Journal*, 7(2), 244–253.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Francis, K., Wamathai, A., Wandaka, J. K. M., & Jilo, N. (2019). Analysis of the skills gap in tourism and hospitality industry in Kenya. *ASEAN Journal on Hospitality and Tourism*, 17(2), 95–105. <https://doi.org/10.5614/ajht.2019.17.2.3>
- Glińska-Noweś, A., Haffer, R., Wińska, J., & Józefowicz, B. (2020). The hospitality world in Poland: A dynamic industry in search of soft skills. In G. Greffe & D. Peyrat-Guillard (Eds.), *Shapes of Tourism Employment: HRM in the worlds of hotels and air transport* (pp. 77–94). Wiley-ISTE. <https://doi.org/10.1002/9781119751342.ch6>
- Goodwin, V. L., Whittington, J. L., Murray, B., & Nichols, T. (2011). Moderator or mediator? Examining the role of trust in the transformational leadership paradigm. *Journal of Managerial Issues*, 23(4), 409–425.
- Gülbahar, Y. (2025). The effect of transformational leadership on innovative behaviours of employees in aviation industry. The role of trust in the leader. *Journal of Aviation*, 9(1), 82–90. <https://doi.org/10.30518/jav.1573253>
- Hair J. F., Jr., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107–123. <https://doi.org/10.1504/IJMDA.2017.087624>
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43, 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hidayah Ibrahim, S. N., Suan, C. L., & Karatepe, O. M. (2019). The effects of supervisor support and self-efficacy on call center employees' work engagement and quitting intentions. *International Journal of Manpower*, 40(4), 688–703. <https://doi.org/10.1108/IJM-12-2017-0320>
- Holland, P., Cooper, B., & Sheehan, C. (2017). Employee voice, supervisor support, and engagement: The mediating role of trust. *Human Resource Management*, 56(6), 915–929. <https://doi.org/10.1002/hrm.21809>
- Ibrahim, R., Boerhannoeddin, A., & Kayode, B. K. (2017). Organizational culture and development: Testing the structural path of factors affecting employees' work performance in an organization. *Asia Pacific Management Review*, 22(2), 104–111. <https://doi.org/10.1016/j.apmr.2016.10.002>
- Kadariusman, K., & Bunyamin, B. (2021). The role of knowledge sharing, trust as mediation on servant leadership and job performance. *Management Science Letters*, 11(5), 1509–1520. <https://doi.org/10.5267/j.msl.2020.12.022>

- Lawler, E. E., III, & Porter, L. W. (1967). The effect of performance on job satisfaction. *Industrial Relations: A Journal of Economy and Society*, 7(1), 20–28. <https://doi.org/10.1111/j.1468-232X.1967.tb01060.x>
- Le, B. H., Duong, C. H., & Nguyen, G. T. (2025). Perceived supervisor support and its impact to job performance: Dataset from the hospitality industry in Vietnam. *Data in Brief*, 60, Article 111649. <https://doi.org/10.1016/j.dib.2025.111649>
- Lee, M. C. C., Lin, M.-H., Srinivasan, P. M., & Carr, S. C. (2024). Transformational leadership and organizational citizenship behavior: New mediating roles for trustworthiness and trust in team leaders. *Current Psychology*, 43, 9567–9582. <https://doi.org/10.1007/s12144-023-05095-x>
- Mahfud, T., Jati, B. K., & Mulyani, Y. (2017). Soft skill competency map for the apprenticeship programme in the Indonesian balikpapan hospitality industry. *Journal of Technical Education and Training*, 9(2), 16–34.
- Matteson, M. L., Anderson, L., & Boyden, C. (2016). “Soft skills”: A phrase in search of meaning. *portal: Libraries and the Academy*, 16(1), 71–88. <https://doi.org/10.1353/pla.2016.0009>
- Min, H., Kim, H. J., & Agrusa, J. (2023). Serving diverse customers: The impact of cultural intelligence on employee burnout, engagement, and job satisfaction. *Journal of Hospitality & Tourism Research*, 47(3), 503–527. <https://doi.org/10.1177/10963480211016031>
- Mo, S., & Shi, J. (2017). Linking ethical leadership to employee burnout, workplace deviance and performance: Testing the mediating roles of trust in leader and surface acting. *Journal of Business Ethics*, 144, 293–303. <https://doi.org/10.1007/s10551-015-2821-z>
- Nabawanuka, H., & Ekmekcioglu, E. B. (2022). Millennials in the workplace: perceived supervisor support, work–life balance and employee well–being. *Industrial and Commercial Training*, 54(1), 123–144. <https://doi.org/10.1108/ICT-05-2021-0041>
- Nunnally, J. C. (1975). Psychometric theory— 25 years ago and now. *Educational Researcher*, 4(10), 7–21. <https://doi.org/10.3102/0013189X004010007>
- Petter, S., Straub, D., & Rai, A. (2007). Specifying formative constructs in information systems research. *MIS Quarterly*, 31(4), 623–656. <https://doi.org/10.2307/25148814>
- Phuong, T. T. K., & Vinh, T. T. (2020). Job satisfaction, employee loyalty and job performance in the hospitality industry: A moderated model. *Asian Economic and Financial Review*, 10(6), 698–713. <https://doi.org/10.18488/journal.aefr.2020.106.698.713>
- Preko, A., & Anyigba, H. (2024). The tourism and hospitality career progression pathway. *International Hospitality Review*, 38(1), 54–80. <https://doi.org/10.1108/IHR-02-2022-0005>
- Qiu, S., Alizadeh, A., Dooley, L. M., & Zhang, R. (2019). The effects of authentic leadership on trust in leaders, organizational citizenship behavior, and service quality in the Chinese hospitality industry. *Journal of Hospitality and Tourism Management*, 40, 77–87. <https://doi.org/10.1016/j.jhtm.2019.06.004>
- Quratulain, S., & Al-Hawari, M. A. (2021). Interactive effects of supervisor support, diversity climate, and employee cynicism on work adjustment and performance. *International Journal of Hospitality Management*, 93, Article 102803. <https://doi.org/10.1016/j.ijhm.2020.102803>
- Rezvani, A., Chang, A., Wiewiora, A., Ashkanasy, N. M., Jordan, P. J., & Zolin, R. (2016). Manager emotional intelligence and project success: The mediating role of job satisfaction and trust. *International Journal of Project Management*, 34(7), 1112–1122. <https://doi.org/10.1016/j.ijproman.2016.05.012>
- Rienda, L., Ruiz-Fernández, L., & Andreu, R. (2024). Soft skills in the tourism industry of the future: a comparison between Italy and Spain. *Journal of Tourism Futures*, 1–16. <https://doi.org/10.1108/JTF-07-2023-0165>
- Sekhar, C., & Patwardhan, M. (2023). Flexible working arrangement and job performance: the mediating role of supervisor support. *International Journal of Productivity and Performance Management*, 72(5), 1221–1238. <https://doi.org/10.1108/IJPPM-07-2020-0396>
- Shabir, S., & Sharma, R. (2019). Role of soft skills in tourism industry in Saudi Arabia. *International Journal of Engineering and Management Research*, 9(4), 87–92.
- Singh, A., & Jaykumar, P. (2019). On the road to consensus: key soft skills required for youth employment in the service sector. *Worldwide Hospitality and Tourism Themes*, 11(1), 10–24. <https://doi.org/10.1108/WHATT-10-2018-0066>

- Soderberg, A. T., & Romney, A. C. (2022). Building trust: How leaders can engender feelings of trust among followers. *Business Horizons*, 65(2), 173–182. <https://doi.org/10.1016/j.bushor.2021.02.031>
- Spowart, J. (2011). Hospitality students' competencies: Are they work ready? *Journal of Human Resources in Hospitality & Tourism*, 10(2), 169–181. <https://doi.org/10.1080/15332845.2011.536940>
- Sun, J., Sarfraz, M., Khawaja, K. F., Ozturk, I., & Raza, M. A. (2022). The perils of the pandemic for the tourism and hospitality industries: Envisaging the combined effect of COVID-19 fear and job insecurity on employees' job performance in Pakistan. *Psychology Research and Behavior Management*, 15, 1325–1346. <https://doi.org/10.2147/PRBM.S365972>
- Suthatorn, P., & Charoensukmongkol, P. (2023). How work passion and job tenure mitigate the effect of perceived organizational support on organizational identification of flight attendants during the COVID-19 pandemic. *Asia Pacific Management Review*, 28(3), 347–357. <https://doi.org/10.1016/j.apmr.2022.12.003>
- Tarkang, M. E., Ozturen, A., & Nange, R. Y. (2022). Avoiding employee deviance in the hotel industry: Investigating the mediating effect of trust in leadership. *Journal of Public Affairs*, 22(1), Article e2309. <https://doi.org/10.1002/pa.2309>
- Tu, Y., Li, D., & Wang, H.-J. (2021). COVID-19-induced layoff, survivors' COVID-19-related stress and performance in hospitality industry: The moderating role of social support. *International Journal of Hospitality Management*, 95, Article 102912. <https://doi.org/10.1016/j.ijhm.2021.102912>
- Wang, Y. M., Ahmad, W., Arshad, M., Yin, H. L., Ahmed, B., & Ali, Z. (2021). Impact of coordination, psychological safety, and job security on employees' performance: The moderating role of coercive pressure. *Sustainability*, 13(6), Article 3175. <https://doi.org/10.3390/su13063175>
- Warhurst, C., & Nickson, D. (2007). Employee experience of aesthetic labour in retail and hospitality. *Work, Employment and Society*, 21(1), 103–120. <https://doi.org/10.1177/0950017007073622>
- Weber, M. R., Lee, J., & Crawford, A. (2020). A suggested best practices for enhancing performance of soft skills with entry-level hospitality managers. *Anatolia*, 31(1), 76–87. <https://doi.org/10.1080/13032917.2019.1703770>
- Weerakit, N., & Beeton, R. J. S. (2018). Leadership competencies for hospitality management staff in Thailand. *Journal of Human Resources in Hospitality & Tourism*, 17(3), 314–339. <https://doi.org/10.1080/15332845.2017.1406277>
- Wegge, J., Van Dick, R., Fisher, G. K., West, M. A., & Dawson, J. F. (2006). A test of basic assumptions of Affective Events Theory (AET) in call centre work. *British Journal of Management*, 17(3), 237–254. <https://doi.org/10.1111/j.1467-8551.2006.00489.x>
- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior: An annual series of analytical essays and critical reviews*, Vol. 18, (pp. 1–74). Elsevier Science/JAI Press.
- Yulihardi, Y., Del Rosa, Y., & Darman. (2022). Servant leadership, self-efficacy and job satisfaction, on the performance of managers of Alahan Panjang Tourism Object, Solok Regency. *Asean International Journal of Business*, 1(1), 10–23. <https://doi.org/10.54099/aijb.v1i1.64>
- Zia-ur-Rehman, M., Khalil, H., & Ramay, M. I. (2022). The dynamic role of trust towards augmenting team effectiveness and productivity. *Pakistan Journal of Social Research*, 4(2), 28–36.