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An Analysis of Critical Drivers of Role Model Practices Affecting Employee Work Performance: a Case Study on Amsterdam Marriott

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Abstract

This study analysed the role model practices that affect employee motivation and work performance. In the case study of Amsterdam Marriott Hotel in Netherlands it shifted focus from KPIs and formal system to the influence of leadership behaviours observed by employees. The research aimed to understand how factors such as fairness, support, feedback and others impact the work attitudes and daily practices. A deductive approach within a positivist paradigm was adopted as a research methodology. In addition to quantitative and correlational design. All the data was collected through a survey (Microsoft forms) shared across all departments, using a five-point Likert scale. For data analysis Exploratory Factor Analysis (EFA) was used to identify factors followed by linear regression which was used to analyze their influence and association. Results showed statistically strong correlation between role model practices and motivation ($r = 0.98$), and with work performance ($r = 0.95$). With motivation being the strongest influence on dependent variable.The study concludes that impactful leadership in the hospitality industry is based on visible, fair and consistent behaviour, rather than on authority and demands. All these findings reinforce the meaning of social cognitive theory, importance of emotional support, trust and leading by example particularly in service industries such as hospitality.

1. Introduction

1.1 Background information

In the hospitality business everything comes down to how you make guests feel and create memorable experiences for them. In order to give guests a unique experience you need to motivate your staff in the way that they perform better and are able to provide excellence service. However, after many years of research we still do not know much about motivation according to Wright (2003). The term Motivation as per Aslan (2014), is the process of motivating others to take action and complete an intended job. In a nutshell, one may say that someone is motivated when they desire to achieve something. But how do people get motivated in the first place: good leadership or experienced role models are needed. According to Weaver et. al. (2005, cited by Son and Kim, 2019 p. 7), "role modelling is a way to increase the self-knowledge, motivation, and inspiration of individuals through the process of identifying 'someone I can look up to'". Being a role model means influencing a large number of people by your actions or words and sometimes might even come to a surprise to some that they are role models as stated by Paice (2002). Good role models potentially affect the employees performance motivation. This research will explore role model practices and investigate how they affect employees performance motivation while also investigating these critical factors that influence performance motivation as a result of observing and experiencing role models. The object of this study is Amsterdam Marriott Hotel. Hospitality industry is a sector where frontline personnel play a significant role in providing services (Huertas-Valdivia et al., 2019), the good relationship between role models also known as managers and their employees is very important. This research intends to investigate this aspect

based on a case study in order to illuminate rich detail of this relation and phenomenon - which is known to be an aspect that can be related to a large number of success factors and productivity of people in the hospitality industry.

1.2 Rationale

Despite the fact that there have been numerous researches done about goal setting and motivation, for example research by Nohria et. al. (2008) who said there are four drives that underlie motivation, the studies about relation between role models and employees motivation has not been completely explored. However, among the ones that have been carried out, is study by Huertas-Valdivia et. al. (2019) which was exploring different leadership styles and their effect on employees. By stating that this research will explore the new practices encouraged by a role models, which will contribute to understanding successful practices used in business hotels in the city area of Marriott Hotel in Amsterdam as in business segments worldwide, moreover the overall hospitality industry will benefit from this because they will have better understanding what practices to apply in order to have successful business model. Other researchers will benefit from this information, which will help them with their research. This research will also contribute to the theory, because we will get additional and better understanding of relations between role models and employees and as a consequence we may improve role model-employee relationships in corporations by creating more accurate and efficient models and methods, which will eventually improve employee job satisfaction, motivation, and performance.

1.3 Aims and objectives

The aim in this research is to investigate critical drivers of role model practices affecting employee work performance and motivation.
The following objectives support this aim:

- To identify the role model practices that affect employees's diligence of Amsterdam Marriott Hotel.
- To evaluate the impact of role model's expectations and feedback on Amsterdam Marriott Hotel's employees work efforts.
- To examine the critical factors influencing employees' performance motivation of Amsterdam Marriott Hotel.

1.4 Summary of methodology

This study was based on the deductive approach to test pre-established hypotheses about how role model practices influence employee motivation and work performance. Within a positivist research paradigm, a quantitative correlational design was applied, focusing on objective analysis of variable relationships. The subject of research was Amsterdam Marriott Hotel, where staff across all departments were chosen as a study group. A stratified random sampling technique ensured balanced representation across different job roles, such as front office, housekeeping, and other staff. Data was gathered through a structured survey using a five-point Likert scale, and 46 completed responses were collected. The Exploratory Factor Analysis (EFA) was used to extract key factors from the survey data. Followed by linear regression to analyse the strength of influence between motivation, performance, and leadership practices. These methods helped examine how leadership behaviours affect staff motivation and performance.

2. Literature review

2.1 Role modelling: a conceptual, leadership and organisational culture perspective

"There are almost as many different definitions of leadership as there are persons who have attempted to define it" Bass (1990, p. 11), which shows us how big a debate around leadership in fact there is. Leadership is an act of influencing certain individuals in order to achieve common goals according to Northouse (2010). Similar to Schein (1985, cited by Sims & Brinkman, 2002), who has emphasised that because leaders have the power to establish, preserve, or alter culture, they are an essential part of any organisational culture. Furthermore honesty and competence are the two significant attributes regarded as essential to excellent leadership in studies of practising managers, according to research by Posner and Schmidt (1992, cited by Sims & Brinkman, 2002). Leadership was initially described by the GLOBE research project as being able to encourage, persuade and enable employees to play a vital role in the organisations that they are part of as per House et al. (2014).
In a quite well elaborated study done by Horner (1997), who argues that effective leadership is more about establishing an environment where people are inspired to work and follow the leader than it is about displaying a certain set of behaviours. "By creating the right environment, one in which people want to be involved and feel committed to their work, leaders are able to influence and direct the activities of others" Horner (1997, p. 273), which shows a succinct depiction of leadership. According to research by Gardner (1990, p. 38, cited by Horner, 1997), leadership requires the contributions of other outstanding thinkers and achievers and correct approach to necessary resources to help the group move into the right direction or achieve the designated goal. According to Hogan and Kaiser

(2005), several studies identify leadership in terms of who in a group of strangers has the most impact or who amongst participants has the most experience.

Study by Komives et al. (2006, cited by Bowers et al., 2015) says those who are in circumstances that are empowered, for example where older and more knowledgeable leaders give young people room to grow and practise additional skills are more likely to become good examples of great leaders. Leadership role models are usually people from young people's background, who may have helped create an inspiring atmosphere while also offering advice and mentorship to teenagers and leading them into adulthood. Furthermore, youth are encouraged by relational role models, including those who help them believe in their own leadership potential and make them aware of chances for leadership development. People participating in this study were taking on leadership responsibilities as they gained knowledge and confidence in their abilities, and they commonly drew inspiration from established role models, as per research done by Bowers et. al. (2015). Recognizing what leaders may accomplish by acting responsibly helps build morale in effective models of role model leadership, particularly during periods of low business trust according to Voegtlin et al. (2019).

The meaning of the role model idea has an obvious surface meaning. It refers to the concept of "roles," that may be characterised as types of conduct and sets of tasks connected to or required of status positions like supervisor, director, or educator, as per Katz and Kahn (1978, cited by Gibson, 2003). Role modelling involves demonstrating behaviour or attitudes that others can imitate, and a role model is someone who serves as an example. Deciding who is a role model can be different from various perspectives, but in a study by Lockwood and Kunda (1997, cited by Gibson, 2003, p. 592), it is divided into two things " Role model selection is whether individual (1) finds a role model relevant to his or her needs and goal, and (2) views the role model's position or expertise to be potentially attainable". In the context of leadership, role models can be valuable because they have the potential to motivate and inspire others to adopt positive qualities and behaviours Kark et. al. (2003). Additionally in study by Brown and Treviño (2013), they focus on three main reasons: childhood models, work mentors either formal or informal and top managers. For instance a loving parent or caring school coach can teach young kids about leadership skills such as honesty, caring and respect. Childhood role models are likely to teach general ideas, such as the value of honesty or compassion, rather than instructions on how to be a successful ethical role model in the work environment as per Trevin˜o et al. (2000, cited by Brown and Treviño, 2013).

Moving on to work mentors, study by Brown and Treviño (2013) suggest that supervisors are likely to serve as essential role models because of how desirable their position in the organisation is, where they enjoy prestige and influence. However on the other hand Manz and Sims (1981, cited by Brown and Treviño, 2013 p. 590), argue that "supervisory authority does not automatically make someone a good role model". Last but not least, managers. Managers' organisations' ethics programmes seem to be more thorough and have greater ambitious goals when the managers as role models are personally devoted to values, Weaver et al. (1999a, cited by Brown and Treviño, 2013). Overall, if top managers are seen as ethical role models, this should encourage workers to act ethically as well as have a good influence on moral leadership at levels below management, Brown and Treviño (2013). Role models are not at all solely those who have accomplished great things or are skilled at assisting others in certain circumstances. They are also flawed individuals who inspire us to become better versions of oneself by demonstrating what we are capable and worthy of, according to Forgeard (2022). Important to understand is that more knowledgeable individuals are also better equipped to profit from information offered by role models. The potential to recognize and implement external knowledge takes a certain level of understanding and expertise, Bosma et al. (2012).

2.2 Employee drive: Superior's impact on employee diligence and motivation

"We know nothing about motivation. All we can do is write books about it."

- Peter Drucker (n.d., cited by Wright, 2003 p. 131)

There is apparently no acknowledged theory that can completely and properly describe motivation. In reality, research on this issue has led to a range of contradicting findings, according to Wright (2003). Furthermore in Judge and Hies (2002, cited by Wright, 2003) study, they came to the conclusion that supervisors can be pretty certain that personality characteristics, especially Neuroticism and Conscientiousness affects the motivation of employees, for better or maybe for worse, and also real work performance. One of the role's most difficult and confounding issues is getting employees to perform at their best, especially under tough conditions. It is true that understanding human motivation has long been a "centuries-old puzzle" Nohria et. al. (2008). A study by Bandura (1986), Bandura & Locke (2003), Tierney and Farmer (2011, cited by Wang et al., 2014), says that besides exploring how transformational leadership affects employee

creativity, a literature review reveals that not many recent studies have paid much attention to the key factors that link these two variables. By taking a social cognitive theory in perspective, it was found that having a creative, innovative and motivated role model as superior can affect employee motivation and creativity. Social cognitive theory also known as SCT, is a theory which describes how people learn and grow through their own experiences, their own cognitive processes, as well as through witnessing the behaviour of others as per Bandura (1896, cited by Wood and Bandura, 1989). Firstly, the SCT points out the significance of self-efficacy beliefs in motivating conduct. High self-efficacy employees are more likely to establish ambitious goals, continue moving in the confronting circumstances, and devote the necessary effort to accomplish those goals. Secondly SCT puts great value on the role that observational learning plays in motivational behaviour. By seeing how others behave, workers might pick up new skills and habits. Also, when employees have clear and ambitious goals to strive towards, they are more likely to be motivated according to Wood and Bandura (1989). Furthermore, in a study done by Wang et. al. (2014) people in front line departments are more likely to be aware of their importance as being creative and confident with performing in their position than people in less visible positions such as in back office or housekeeping. For these they state ”while those in routine jobs, such as back office work, may have less recognition of their creative role identity, less confidence in their creative self-efficacy” Wang et. al. (2014 p. 82). But in order to influence employees' motivation the role model or superiors needs to establish trust first. According to Carroll (2006, cited by Mishra et al., 2014), successful companies that take care of their employees are establishing trust through good communication in addition to showing respect for their employees. Furthermore, employee engagement may result from effective internal communication, which is managed by public relations specialists and may help employees feel trusted and committed to the company. We can say that communication is very important therefore study by Lowenstein (2006, cited by Mishra, et al., 2014) justifies that saying, previous research has shown that managers' internal communications with its employees inspire them to deliver outstanding customer service to the guests. It is necessary for the employers to communicate openly and clearly in order to increase employee drive, with that idea the more engaged employees will have better relationships with their superiors as per Saks (2006, cited by Mishra et al., 2014). Along with receiving greater support from employers, the employees react by becoming more engaged in their jobs. Furthermore, a research done by Shao et al. (2022 p.17), found out that in order for employees to be more inclusive, management needs to consider having training or development programs on management level and also to think about giving employees ”personality traits, such as the polychronic orientation”. A polychronic orientation is a concept where people devote less attention to punctuality for example and more attention to multitasking and social interactions. Those kinds of employees are more likely to do a job successfully and are motivated to accomplish tasks more efficiently. Very interesting research was done by Guchait et al. (2016), where they found that employees are further motivated to work in a forgiving environment and are less likely to quit, because after making mistakes the consequences were not rigid but rather understood as a learning process. Similar to research by Onyango et al. (2022), where they came to the conclusion that knowledge management encourages employees to be involved in the company while also helps them concentrate on performing well in their jobs. Consequence to that is the employees will be more satisfied and happy in their workplace, which leads to being recognized for their diligence and hard work. Organisations can create a culture of motivation and happiness among their workforce.

2.2 Proposed model and hypotheses

The proposed model examines how role model practices influence two key outcomes for employees: work performance and motivation. The model suggests that these practices impact these outcomes through a series of observable variables. These variables contribute to two main factors: Factor A (Work Performance) and Factor B (Motivation and Drive).

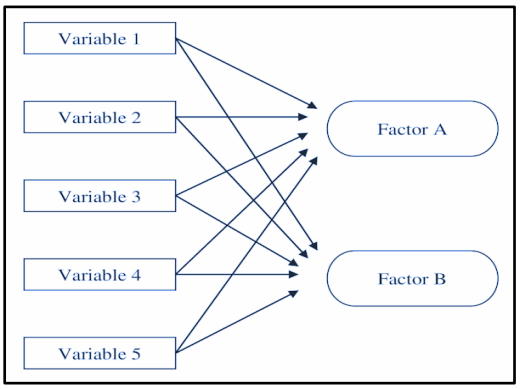


Figure 1: Proposed model for this research (The author, 2025).

Drawing from the conceptual discussion in the literature review and the proposed model above (Figure 1), following hypotheses have been developed.

Hypothesis 1:
Ho: Role model practices have no impact on employee work performance.
Ha: Role model practices have a significant impact on employee work performance.
Hypothesis 2:
Ho: Role model practices have no significant impact on employee drive and motivation.
Ha: Role model practices have a significant impact on employee drive and motivation.

3. Methodology

3.1 Research design

This research paper investigated critical drivers of work performance caused by the role model practices of a leader. For this purpose a deductive approach has been utilised in this research. Deductive approach focuses on testing the theory or hypotheses, according to Soiferman (2010). It is frequently used to reconcile the gap between existing knowledge and research-based learning and it uses inferential statistics to understand relationships between variables. As well this study adopted a positivist paradigm, which focuses on objective evaluation and empirical analysis, making it well-suited for exploring the correlation of leaders' role model behaviours on work performance factors.
This research begins with a hypothesis about the relationship between leadership practices and employee outcomes. As noted by Ernest (1994, cited by Hussain, Elyas, and Nasseef, 2013, p. 2377), "the strengths of positivism lie in its clarity, precision, rigor, standardization, and generalizability." With collecting data and information the researcher can either deny or support the claim while discovering crucial performance factors. Cohen et al. (2007 cited by Hussain, Elyas and Nasseef, 2013) claim, based on a study, that the positivist paradigm rests on objectiveness therefore it prevents observers from interfering into any data collecting procedure. Additionally this study has adopted correlation study design. Research undertaken by Cohen, Manion and Morrison (2018) suggest that correlational design is straightforward and plain, it involves collecting one or more variables whilst analysing correlations between those. A valuable conclusion was reached by Creswell (2014), who argues that correlational design helps understand relationships between variables and determine how deeply they are intertwined without affecting them. It can measure variables such as employee satisfaction, employee productivity, role model practices and its drives. While all that is undoubtedly true we need to consider that even if the variables are connected to each other, it does not mean that one causes the other.

3.2 *Sample and data collection*

Sampling is a process of extracting a particular audience from the target population on whom the research will be done. The population for this study has focused on the staff and management at the Amsterdam Marriott Hotel. This included managers, front-desk staff, housekeeping, and service employees like kitchen and maintenance staff. Furthermore, all these staff have specific work and organisational relationships with their supervisors and managers, hence are considered to be affected by role model actions and behaviour.
For this research the probability sampling has been the most adequate method of identifying participants for the study. According to the Taherdoost (2016), this type of sampling gives everyone in the population an equal chance to be picked, which helps avoid bias and makes the results more reliable. Stratified random sampling was the best technique to be used within the probability sampling for this study. It consists of dividing the population into sections based on job roles and then selecting a random sample from each of them (Taherdoost, 2016). The typical person in the study was someone working full-time with at least one year of experience in the hospitality field. Initially it was considered to exclude less experienced staff, yet they offer valuable insights from different perspectives, therefore no exclusions were made.
In this research the main method of collecting data was through surveys which will help to gather findings from all departments. This provided measurable data which made the surveys an effective tool for identifying correlations among the variables to generate factorial groups.

3.3 Measures

In this study researcher incorporated variables from Padam B. L. et al. (2024), about Transformational ($\alpha = 0.841$), Transactional ($\alpha = 0.62$) and Ethical Leadership ($\alpha = 0.795$) as well as Employee performance ($\alpha = 0.869$). All the variables are above 0.6 Cronbach Alpha which indicates an acceptable internal consistency. More specifically, the variables include: providing vision, inspiration, setting clear rewards for performance, fairness, decision-making transparency, task completion and meeting goals. The variables were measured using a five-point Likert scale, where 1 means strongly disagree and 5 means strongly agree.

3.4 Data analysis

The best method for this research was considered Exploratory Factor Analysis (EFA) which is used to find key factors by looking at the correlations between multiple variables. It helps group related variables into factors, making it easier to see

patterns in data (Hooper, 2012). EFA is an exploratory method meaning it does not require predefined hypotheses, allowing researchers to uncover hidden patterns in the data. It looks at the relationships between different variables to find groups that are closely related and share common variance, revealing underlying factors (Rietveld & Van Hout, 1993). Methods like Principal Axis Factoring (PAF) were used to extract the factors determined by the Kaiser criterion and scree plots (Tabachnick & Fidell, 2013). For this analysis, the DATAtab online statistical tool was used to perform EFA and visualize the factor structure. In leadership style research, EFA has been valuable for identifying core leadership drivers and developing frameworks that explain how these traits relate to performance, motivation, and other organisational outcomes.

3.5 Ethical issues

The researcher ensured anonymity and confidentiality of all the participants. The names and other identifying information were kept anonymous while each survey carried just a number as reference. Furthermore the confidentiality of the responses will be kept safe and will not be shared with an outside source. Additionally a researcher has committed to present all the discoveries honestly, even if they do not support the desired outcome of the study. With this we avoided manipulation of the data as a core ethical principle and ensured that both positive and negative results were reported. In a quantitative research, the way how participants were selected, how data was collected and analysed should align with the aims of the research, which ensured that the final results were reliable and related to the study.
The participants received an information sheet explaining what study was about, what were their rights and what they needed to do. As well they signed an agreement form showing that they agree to be part of the study, they understand the details and they know their answers will stay private.

3.6 Limitations

There were few limitations in this study. Firstly, using statistical exploratory factor analysis limits the depth of understanding of the phenomenon investigated. While it identified patterns, it did not capture detailed experiences. A qualitative or mixed-method design could have provided richer insights of participants' perceptions and deeper beliefs and values. Second, the deductive approach restricted the study to testing pre-set hypotheses, while an inductive method might have allowed a new view to emerge. Third, the research was undertaken with one object of study only, which means the results are limited to this particular hotel.
Furthemore, researcher bias with prior knowledge in the hospitality industry might influence how survey questions were formed or how later answers were interpreted. More limitations include time or resource availability, as well researcher's background in this field, which may have resulted in this studys' focus. From the participants' perspective, social desirability bias may have influenced responses and outcome, as some employees could have answered in a way that reflects well on themselves or their managers rather than being fully honest. Other researchers might have chosen another approach or present different conclusions.

4. Results

The survey conducted for this study consisted of 21 questions with responses from a total of 46 participants. Each question from the survey was grouped into topic sections such as a supportive environment, honesty and good judgment, and encouraging independent problem-solving in order to simplify the analysis. The data analysis was conducted using DataTab, an online statistical tool that simplifies the application of techniques such as correlation and regression analysis. Exploratory factor analysis (EFA) was applied for discovering hidden patterns and associations in the responses to the survey. They were then further analyzed statistically.

4.1 Descriptive statistics

4.1.1 Work Performance

Work performance *Independend variable*	
Mean	3.958937
Standard Error	0.047644
Median	4
Mode	4
Standard Deviation	0.96825
Sample Variance	0.939777
Kurtosis	1.483106
Skewness	-1.21375
Range	4
Minimum	1
Maximum	5
Sum	1675
Count	414

Motivation *Independend variable*	
Mean	3.903986
Standard Error	0.046368
Median	4
Mode	4
Standard Deviation	1.089391
Sample Variance	1.186772
Kurtosis	0.613587
Skewness	-1.04279
Range	4
Minimum	1
Maximum	5
Sum	2155
Count	506

Role model practices *Dependend variable*	
Mean	3.9271
Standard Error	0.04701
Median	4
Mode	4
Standard Deviation	1.02882
Sample Variance	1.06327
Kurtosis	1.04835
Skewness	-1.1283
Range	4
Minimum	1
Maximum	5
Sum	3830
Count	920

An average score of 3.96 on Work Performance shows that participants generally appreciated leadership behaviors relating to the task-oriented outcomes. The standard deviation is 0.97, which translates into a variance of 0.94, indicating the extent of variability in the responses. A smaller variance suggests that perceptions of task-oriented leadership behaviors were about the same among all participants. Similarly, a skewness of -1.21 and a kurtosis of 1.48 indicate that the distribution is very slightly skewed to the left and has a much sharper peak than that of the normal distribution.

4.1.2 Motivation

The mean score on Motivation is 3.90, which is almost identical to the positive rating assigned by respondents to leadership behavior that propels emotional and psychological encouragement. The standard deviation is 1.09, which translates to a variance of 1.19 and probably indicates a slight higher dispersion in responses than WP. This higher variance suggests that the perception of motivational leadership behaviors differed among respondents. The skewness is -1.04 and kurtosis is 0.61, meaning that the distribution is moderately negatively skewed but with a flatter peak as compared to WP.

4.1.3 Role Model Practices

The mean score for Role Model Practices, which is a weighted composite of WP and Motivation, is 3.93. Standard deviation of 1.03 and variance of 1.06 indicate moderate variability in responses, which is somewhere between WP and Motivation in dispersion. Duly reflecting the balanced input of both constructs on the overall RMP value. The skewness of -1.13 and kurtosis of 1.05 suggest that the distribution is moderately negatively skewed and somewhat peaked, just like its independent components.

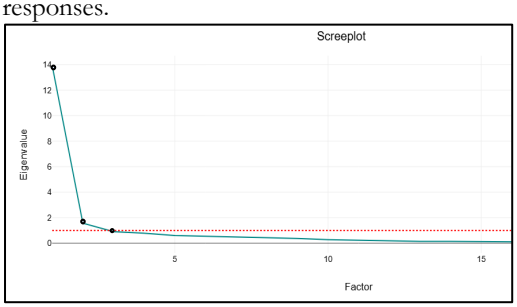
On average, the three variables have similar central tendencies, as seen in all mean scores ranging between 3.90 to 3.96, indicating that respondents did have consistently positive views towards leadership practices. Variance and standard deviation describe, however, the slightly differing views of participants on such leadership behaviors. Work Performance had the most consistent (least variance 0.94) responses, while Motivation responded a bit more variably with the greatest variance (1.19). The values represent the degree of difference between experiences of participants as related to task and motivational leadership behaviors.

4.2 Analysis of Variable Relationships

The eigenvalue analysis was carried out to establish the underlying structure of the data and identify the main factors. The analysis worked with the criterion for retention of components whose eigenvalues were greater than 1.0 and inspection of the scree plot to ascertain the number of significant factors.

Component	Total	% of variance	Accumulated %
1	13.93	66.34	66.34
2	1.56	7.44	73.78
3	0.9	4.28	78.07
4	0.78	3.72	81.78
5	0.59	2.81	84.59
6	0.54	2.55	87.14
7	0.47	2.25	89.4
8	0.43	2.03	91.42
9	0.36	1.72	93.14
10	0.27	1.3	94.44

The first component had an eigenvalue of 13.93, which accounts for 66.34% of the total variance. The second component had an eigenvalue of 1.56, explaining 7.44% of the variance in addition to both of them, these formed two factors, which capture 73.78% of the total variance of the dataset, which is a majority of the variation in the responses.



This is substantiated further by the scree plot because it clearly shows the "elbow" after the second component, indicating that there is a significant reduction in the eigenvalues, signifying that only the first two factors would be able to explain the substantial variance in them. The other components generally have eigenvalues smaller than 1.0, thus accounting for negligible variance, indicating that these do not represent meaningful dimensions in the data. These results advocate keeping two factors, which would represent the major underlying dimensions of the data set. The factors extracted are capable of accounting at great length for the variance and, thus, could easily be taken as a firm basis for future statistical analyses. These two factors are Work Performance and Motivation.

4.2.1 Work performance and Role model practices

Correlation

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	r	p
Work performance and Role model practices	0.95	<.001

r = 0.95 p<.001
The correlation coefficient indicates the strength and direction of the linear relationship between Work performance and Role model practices. The coefficient 0.95 suggests a very high, positive correlation. This means that, generally, as Work performance increases, Role model practices also tend to increase and vice versa. It's important to note that correlation does not imply causation, meaning that we cannot conclude from this result whether one variable influences or causes changes in the other. The p-value is used to assess if the available data provides sufficient evidence to reject the null hypothesis. The null hypothesis states that the correlation between Work performance and Role model practices in the population is zero. In most research, a p-value less than 0.05 is considered statistically significant. Here, the p-value of <.001 is less than 0.05, which suggests that the correlation observed in the sample (r = 0.95) is unlikely to be due to chance. The null hypothesis that there is no correlation between Work performance and Role model practices in the population is therefore rejected. The result of the Pearson correlation thus showed that there was a statistically significant correlation between Work performance and Role model practices, r(44) = 0.95, p = <.001.

4.2.2 Motivation and Role model practices

Correlation

Copy

	r	p
Motivation and Role model practices	0.98	<.001

r = 0.98 p <.001
The coefficient 0.98 suggests a very high, positive correlation. This means that, generally, as Motivation increases, Role model practices also tend to increase and vice versa. The null hypothesis states that the correlation between Motivation and Role model practices in the population is zero. Here, the p-value of <.001 is less than 0.05, which suggests that the correlation observed in the sample (r = 0.98) is unlikely to be due to chance. The null hypothesis that there is no correlation between Motivation and Role model practices in the population is therefore rejected. The result of the Pearson correlation thus showed that there was a statistically significant correlation between Motivation and Role model practices, r(44) = 0.98, p = <.001.

4.2.3 Linear regression model

	Unstandardized Coefficients	Standardized Coefficients				95% confidence interval for B	
Model	B	Beta	Standard error	t	p	lower bound	upper bound
(Constant)	0		0	-1.1	.279	0	0
Work performance	0.43	0.41	0	3645806125.27	<.001	0.43	0.43
Motivation	0.57	0.63	0	5565938559.83	<.001	0.57	0.57

The regression analysis demonstrates that both Work Performance and Motivation significantly influence the dependent variable.
For Work Performance, the unstandardized coefficient (B=0.43) indicates that a one-unit increase in Work Performance is associated with a 0.43 unit increase in the dependent variable, assuming Motivation remains constant. Similarly, for Motivation, the coefficient (B=0.57) suggests a 0.57 unit increase in the dependent variable for every one-unit increase in Motivation.
The standardized coefficients (β) show that Motivation (β=0.63) has a stronger effect than Work Performance (β=0.41) in explaining variance in the dependent variable.
The t-values for both Work Performance (t= 3645806125.27) and Motivation (t= 5565938559.83) are extremely large, with p<.001, confirming their statistical significance. In contrast, the intercept (t=−1.1, p =.279) is not significant, meaning the model does not predict meaningful outcomes when both predictors are zero. Finally, the 95% confidence intervals for Work Performance (0.43) and Motivation (0.57) are very precise and do not include zero, further confirming the reliability of these results. This analysis highlights the strong contributions of both predictors, particularly Motivation, in explaining the dependent variable.

5. Discussion

In this chapter the key findings of the study will be discussed in connection with primary research objectives. Each section is based around one of the objectives linking it to existing literature and the significance of the results. This kind of approach ensures that objectives are approached critically and shows connections between theory and findings.

5.1 Influence of Role Model Practices on Employee Diligence

At the Amsterdam Marriott Hotel, employees clearly connected between their work ethic and the behaviors they perceived in their leaders.

Diligence was not solely based on inner drive or doing assigned tasks rather was shaped by how often and thoughtfully the leaders acted. Leaders would create an environment in which employees naturally resembled such traits as commitment, precision and responsibility. This is shown in research by Komives et al. (2006) who state that leadership behaviour that is visible in the workplace can become a learning tool for others. Kark et. al. (2003), too, indicate that role modelling includes showing behaviour or mindset that employees can adapt, with that role models are essential because they have potential to pass on good qualities, behaviours and practices, throughout the organisation. These practices including fairness, providing vision and decision making transparency, were frequently affirmed by participants in this study. The correlation between work performance and role model practices was strong and statistically significant ($r = 0.95$, $p < .001$), showcasing that leadership behaviour had a real impact on employee diligence. Results from the analysis across departments show that these behaviours do not only represent leadership in a single department but are likely part of how leadership functions at a hotel as a whole. This connects to Schein's (1985, cited by Sims & Brinkman, 2002) idea that leaders are responsible for creating and maintaining workplace culture through their behaviour. Study by Posner and Schmidt (1992, cited by Sims & Brinkman, 2002) shows that honesty and competence develop trust and strong diligence, which in this case are the very qualities that most employees of Amsterdam Marriott Hotel recognize in their leadership.

In addition, Bosma et al. (2012) explain that employees with previous experience are more likely to recognise and adapt behaviours from others. This is in line with much of the sample who had at least two years of work experience. This indicates that observed leadership not only forms an attitude but it can have impact on work performance and diligence as a consequence.

If employees often see role model behaviours displayed by their leaders there are more chances that they will work diligently. This visual example can later be seen how they approach their own responsibilities.

5.2 Impact of Role Model Expectations and Feedback on Employee Work Effort

Expectations and feedback from leadership influenced the work effort of employees at the Amsterdam Marriott Hotel. Most respondents were in agreement that when supervisors communicated expectations that included goal-setting, recognition of progress, and regular feedback, employees remained focused, committed, and motivated. Feedback was more than a simple gesture rather it was a means of showing trust and involvement. This aligns with Mishra et al. (2014), who explored that in order to build trust and employee commitment a solid internal communication is key. In addition Saks (2006, cited by Mishra et al., 2014) says that clear instructions from leaders enhances employee engagement which leads to increased work effort, same as in our case.

In this study, the correlation between role model practices and motivation was quite strong. With a high correlation ($r=0.98$) it supports Bandura's (1986) SCT, which says observing leaders has effect not only on attitude but on effort as well. We can see that statistics support the trend while also confirming that when leaders establish clear expectations and give honest feedback, the effort is increased.

According to Huertas-Valdivia et al. (2019), leadership styles that are more emotional and relationship based have a better effect on staff than task oriented leadership. These findings can be resonated in current study with ($r=0.95$, $p < .001$) showing how trust and recognition from leaders can influence their effort each day.

5.3 Critical Factors Influencing Employee Motivation through Role Model Leadership

Motivation among employees at Amsterdam Marriott Hotel was shaped by leaders who did more than just oversee daily operations. Many of them shared that they are willing to work hard and stay committed if they receive recognition and trust rather than formal directives.

The results showed that motivation had the biggest influence on dependent variable with a coefficient of $\beta = 0.63$, in comparison to $\beta = 0.41$ for work performance. This can imply that psychological support is more valued than direct task instructions. This aligns with Shao et al. (2022), who argues that inclusive leadership and emotional support are essential in hospitality employees' motivation. In addition, Onyango et al. (2022) found that fostering a culture based on trust and knowledge sharing contributes to increased employee engagement which is heavily associated with motivation.

The relationship between motivation and role model practices was statistically significant, with correlation $r = 0.98$ ($p<.001$). This shows that motivation increases when employees feel supported and encouraged. We can identify this in Guchait et al. (2016) where in organisations that ensured learning and psychological safety, employees felt they can take initiatives without fear of being blamed.

All things considered, the findings reveal that motivation is not only an internal driver but it is also a reflection of leadership practices. As a result valued employees are more likely to input more time and effort as their leaders have shown them a support community. Workplace relationships of leaders and employees seem to

have a stronger and long lasting effect on employees motivation when the emphasis is on psychological support rather than task oriented one.

5. Conclusions

This study was not just about analysing numbers in connection with leadership theories. Its aim was to explore the critical drivers of role model practices that affect employee work performance and motivation. The objectives focused on identifying specific leadership behaviours at Amsterdam Marriott Hotel, examining what truly impacts employee diligence and motivation. Those outcomes were met succesfully. Employee diligence was not shaped by some instructions or formal system, instead it was influenced by leaders actions, personality and most importantly their presence. What goes beyond findings is that leadership in hospitality is not only about structure or KPIs but is highly emotional, behavioural and cultural.

Small behaviours on daily basis that affect how staff feel and perform. The strongest drive behind performance turned out to be motivation, that was created through trust and consistency. These insights suggest that good leadership does not just meet objectives, rather it creates environments where people choose to perform better. What was learned here can be applied far beyond Amsterdam Marriott Hotel.

This study adds to leadership theory by confirming already existing ideas of leadership and it brings them to life in practical example. SCT (Social Cognitive Theory) was not just a theory, but employees lived it by following their leaders' example. Repeated behaviours were observed across different departments and explained with Schein's organisational culture ideas.

A meaningful contribution is showing that leadership comes from actions, not job titles, and is recognized by those who experience it. The research focused on measuring leadership on how it is experienced by employees rather than by KPIs or job roles. It revealed that being a role model is about how you show up, how you act, what your values are and how others see you. This is where all KPIs start. Looking beyond theory, these findings speak to hospitality professionals everywhere. It shows that leadership training should not just focus on management but also help leaders become aware of their behaviour. The leadership training programs should be based on emotional intelligence, consistent behaviour, and fairness. This data helps to close the gap of how leadership is perceived and how it is actually felt on the floor.

Finally, this research demonstrates that theory only really matters when it is put into practice. By applying existing leadership models in the context of a hotel, the research doesn't just repeat what's already known, but connects academic ideas with the day-to-day reality of service work. This opens a new area of hospitality leadership to be studied not just through outcomes, but through lived experiences of certain study individuals.

Based on the insights gained, several practical recommendations can be drawn to improve leadership in hospitality. Firstly, leaders should focus on displaying leadership behaviours such as fairness, openness and calm problem solving. These traits were most clearly recognised by employees and linked to motivation and diligence. Secondly, hotels should change their approach to leadership assessment. Feedback from employees is very important and should somehow be included in how leadership is evaluated. Leaders should not just meet operational goals, but should rather be seen as experienced and trustworthy individuals. Staff perception is important because it reflects how leadership truly operates in daily situations.

Third, future researchers might change the methodology. With a qualitative or mixed approach it could reveal a different perspective into how leadership behaviours are perceived over time. Furthermore further research could examine how leadership behaviours influence some other aspects such as informal relationships among employees, employee identity or long-term organisational commitment.

Lastly, since this study was analysing presence of leadership influence across all levels of the organisational structure, future researchers might focus on comparing the same model but between team leaders, middle managers and executives. Exploring this and its effect on culture at different levels could add to Schein's organisational theory and would help understand its application in the hospitality industry.

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