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Paternalistic leadership and teamwork on employee performance at Sharia hotels: The mediating role of work-family conflict

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Abstract
This study aims to examine how paternalistic leadership and teamwork demands influence employee effectiveness, with work-family conflict serving as a mediating factor. In the hospitality industry, especially in Sharia hotels, employee performance is crucial for maintaining service quality and customer satisfaction. Leadership style and teamwork demands can significantly impact employee effectiveness, particularly when work-family conflict arises as a mediating factor. This research employed an explanatory survey involving 344 employees from Sharia hotels. Partial Least Square-Structural Model (PLS-SEM) analysis is implemented to analyse the data. The results show that paternalistic leadership and teamwork positively influence employees' performance. Work-family conflict is positively influenced by paternalistic leadership and collaboration. Work-family conflict, which is brought on by paternalistic leadership and teamwork, influences employee performance. This study implies that Sharia hotel management should adopt paternalistic leadership and foster teamwork to enhance employee performance while being mindful of work-family conflict. Implementing supportive policies and promoting a balanced work environment can reduce conflict and improve overall effectiveness among staff.

Keywords: employee's performance; paternalistic leadership; Sharia hotels; teamwork; work-family conflict.

JEL Code: M12; M14; L83; Z12

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Introduction

Tourism is needed for almost all people to add experience and knowledge as well as remove the daily fatigue routine. Many publications and activities promote tourism through online media to become pull factors for Muslims travelers. Previous research revealed opportunities for Sharia tourism growth around the world which is in line with the increasing number of Muslim populations. Sharia tourism refers to tourism based on Islamic Sharia values (Sulaiman et al, 2022; Usman et al, 2019). Sharia tourism represents a growing and significant segment of the global tourism industry. By adhering to Islamic principles and catering to the specific needs of Muslim travelers, destinations can attract a loyal and expanding market. The future of Sharia tourism looks promising, with opportunities for economic growth, cultural exchange, and enhanced travel experiences for Muslim tourists (Shukor & Kattiyapornpong, 2024; Supardin et al, 2023).

In 2023, the Muslim travel market witnessed a significant surge, with approximately 145 million Muslim international arrivals, which is about 90% of the pre-pandemic levels of 2019. This recovery indicates the strong bounce-back and the persistent demand within the Muslim travel sector. Looking ahead to 2024, the Muslim travel market is projected to not only regain its pre-pandemic levels but also surpass them by 3% to 5%, with expected arrivals ranging between 164 to 168 million. This growth trend is expected to continue, with projections showing that Muslim international arrivals could reach 230 million by 2028, accompanied by an estimated expenditure of USD 225 billion. This forecast indicates a robust expansion of the market, driven by increasing disposable incomes, population growth in Muslim-majority countries, and greater accessibility to travel resources. Specifically, as the destination with the highest Muslim population, Indonesia consistently shines in the GMTI, with its commitment to Muslim-friendly tourism with comprehensive facilities and services. Known for its relaxed visa policies, Indonesia allows easy entry for many international tourists, enhancing its global attractiveness. Indonesia excels creating a welcoming environment for families. The absence of faith restrictions makes it easier for Muslim travelers. Across the archipelago, Indonesia offers a plethora of Halal dining options, catering to all dietary needs. Muslim prayer facilities (Mushallah) are abundant and available in shopping malls, attractions, and events venues. Additionally, Indonesian airports are well-equipped with prayer rooms and Halal food services (Mastercard Concentrating, 2024).

Organisations such as Sharia hotels must make continuous efforts to enhance employee performance by promoting positive work attitudes and behaviours. Employee performance is a critical factor in the success of Sharia hotels, as it directly impacts customer satisfaction, adherence to Islamic principles, and overall organizational performance. High employee

performance in Sharia hotels is essential for meeting customer expectations, particularly in providing services aligned with Islamic values. Previous research on a Sharia hotel in Indonesia shows a high customer satisfaction, indicating that employees' adherence to Islamic principles significantly contributes to positive customer experiences (Saladin et al., 2024). Employee performance is closely linked to the overall success and financial performance of hotels. Research in Kosovo hotels demonstrated a strong relationship between employee performance evaluation and various success metrics, including salary, rewards, advancement, motivation, and financial results (Zhubi et al., 2024)

It is essential not to overlook critical influencing factors of employee performance, one of which is leadership. Leadership is important aspect in the organisation. Behaviour leadership is considered to be one of the keys to success in an organisation, not only in guarding the member productivity, but also in maintaining the members safety. Indonesia, as a country that regulates high power distance and collectivist culture, responds differently to a leader with behaviour leadership in the organisation (Hofstede, 2020). The degree of delegation or participative decision-making tends to be minimal, as individuals are more inclined to expect decisiveness and authority from leaders. Moreover, the involvement of leaders in employees' personal lives is not only accepted but also welcomed, contrasting sharply with cultures characterised by strong individualism, where such involvement would typically be seen as an intrusion of privacy (Aycan, 2006). According to Aycan & Kanungo (2000) and Casper et al. (2011), paternalistic leadership is an effective management style that yields favourable outcomes for organisations. Aycan et al. (2000) discovered a positive correlation between examiner participation and paternalistic leadership, societal devotion, and obligations towards others, further supporting the association between paternalistic leadership and the elements that were researched. Aycan (2000, 2006) lists close management support, a familial atmosphere, and addressing matters unrelated to work as typical aspects of this type of support. Shuck and Herd (2012) found that employees are more invested in their work when their needs are met and when they see that their leaders are willing to handle change. Paternalistic leadership has the potential to increase work engagement by making workers feel more responsible (Cheng et al., 2004). As a result of this cultural shift, employees are more invested and enthusiastic, and they like coming to work every day. This is because they no longer view paternalistic leadership styles as effective. Leadership is proven in a way that empirically gives positive impacts for an organisation to form attitudes and behaviours that are positive for employees (Wu et al., 2012). Blau's theory of social exchange provides support for this, where the norm of reciprocity explains that people are generally motivated to repay profitable behaviour based on a sense of debt mind and feel their own

obligation to reply to the person who gave assistance (Chen et al., 2011). Furthermore, understanding how mechanism behaviour leadership influences performance subordinates, requires exploration against potential mediators (Cheng et al., 2004; Wu et al., 2012). Therefore, it is necessary to create a model that can explain how mechanism leadership is paternalistic and what its outcomes are (Wu & Tsai, 2012).

Furthermore, teamwork is a widely adopted organisational strategy aimed at aligning individual efforts with the overall vision and mission of the organisation. When employees collaborate effectively within a team, performance can be significantly improved, leading to more efficient and productive outcomes. Moreover, strong teamwork helps in optimising task distribution, preventing underutilisation of human resources, and ensuring that all employees remain engaged and actively contribute to organisational goals (Arifin, 2020). Teamwork is crucial in an organisation to enhance both efficiency and effectiveness. Without strong collaboration between divisions or among employees, optimal results cannot be achieved, and organisational goals may remain unmet. Effective teamwork emerges when members of the organisation are continuously directed in a way that benefits all involved (Muchlish, 2009). According to Sinambela (2016), a successful organisation is determined by the quality of its performance, effective utilisation of resources, and the competence of its human capital, both at the individual and team levels. Teamwork is characterised by a group of individuals who interact and collaborate, united by a shared vision and mission to achieve the organisation's goals. Through collaboration, teams can enhance individual performance and contribute to organisational consistency (Alie et al, 1998).

Previous research has shown that work-family conflict significantly detracts from employee performance. Specifically, heightened levels of work-family conflict are frequently associated with diminished job performance among employees (Roth & David, 2009). When individuals commit more hours to their work responsibilities, this behaviour positively correlates with work-family conflict within their home environment. Work-family conflict arises when the demands of work and family roles are incompatible, making it difficult for individuals to fulfil responsibilities in both domains. It is a specific form of role conflict where professional and familial obligations clash due to misaligned expectations. Several factors contribute to the intensity of work-family conflict, including the number of children, time spent on household duties, physical constraints such as stair usage, and a lack of support from spouses or extended family members (Cohen & Liani, 2009; Rotondo & Kincaid, 2008; Mäkelä & Suutari, 2011). Consequently, work interference with family life can intensify, leading to a pronounced decline in psychological well-being and overall life satisfaction (Soomro et al., 2018).

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While extensive studies have been conducted on paternalistic leadership and teamwork within various organisational contexts, limited empirical evidence exists regarding how these variables influence employee performance in the unique setting of Sharia hotels, where cultural and religious values shape leadership styles and workplace dynamics. Furthermore, although work-family conflict has been widely examined in general hospitality sectors. The role of leadership, teamwork, and work-family conflict toward performance outcomes remains underexplored in religious-based or value-driven organisations. This study aims to investigate the influence of paternalistic leadership, teamwork, and work-family conflict on employee performance in the context of Sharia hotels. This study offers new insights into employee well-being, management practices, and organisational performance in the Sharia hospitality industry.

Literature review
Employee performance

Employee performance refers to the effectiveness and efficiency with which an employee performs their job tasks, often linked to the overall organisational success. Various factors, including leadership styles and teamwork, influence it. Specifically, paternalistic leadership, which combines authority with a concern for employee welfare, has been shown to positively impact employee performance by fostering a supportive and cohesive work environment (Wang & Cheng, 2010). Moreover, effective teamwork, where employees collaborate towards common goals, significantly enhances individual and collective performance. However, work-family conflict can mediate these relationships, potentially hindering performance if not managed appropriately (Cheng et al., 2004).

Paternalistic leadership

Employees will do a better job on their work if their leader guides them. This is called paternalistic leadership, and it happens when leaders help their employees advance in their careers (Wang & Cheng, 2010). Furthermore, in the view of Chan and Mak (2012), one of the key components in enhancing employee performance is the altruistic conduct exhibited by paternalistic leaders. This agrees with the findings of Pellegrini and Scandura (2008), who found that leaders who act kindly towards their employees are better able to carry out their responsibilities as leaders, which in turn helps employees form more effective teams. Chen et al. (2011) are examples of previous empirical studies that have considered paternalistic leadership and task performance. However, these studies have only focused on the influence of dimensions. Therefore, according to the findings of this research, it is expected that when the three types of paternalistic leadership behaviour come together, they will affect how well workers do their jobs. According to Cheng et al. (2004), the

best way to deal with paternalistic leadership that is also morally sound is to make leaders into role models. Furthermore, one of the behaviours demonstrated by paternalistic leadership is high contextual performance. Furthermore, there is proof that parental leadership improves employees' work performance. This effect is not formal or directly tied to the employee's primary responsibilities, but it does have an impact on the organisation because leaders can create social exchange relationships with employees (Chen et al., 2011). Several results previously stated that leadership is paternalistic to employee performance. Karakitapoğlu-Aygün, (2020) stated that paternalistic leadership is influential and significant to performance tasks in individual and performance contexts. Ugurluoglu (2018) and Kassim (2021) also show that paternalistic leadership has positive impact to employee performance. Therefore, it is clear that paternalistic guidance makes workers better at their jobs. Given the explanation, the hypothesis that has been suggested is as follows.

H1: The paternalistic leadership has an influence on employee performance.

Teamwork

Teamwork refers to the collaborative effort of a group of individuals working together to achieve common organisational goals, leveraging each member's skills and strengths. It is a crucial factor in improving employee performance, as it enhances workplace coordination, communication, and efficiency. Effective teamwork enables employees to complement each other, share knowledge, and solve problems collectively, ultimately contributing to the organisation's success (Setia et al., 2020). Research has consistently shown that teamwork positively influences employee performance, making it a key element for organisations aiming to optimise productivity and foster a positive work environment (Bokaii, 2023).

The significance of teamwork within an organisation exemplifies that the collaboration of multiple individuals often yields superior outcomes compared to solitary efforts; the results of teamwork surpass the mere aggregation of individual contributions. Team members can establish mutual knowledge and trust, facilitating assistance among one another, while effective teamwork fosters robust communication, leading to beneficial transformations (Sinambela, 2016). Teamwork aims to pursue a specific objective collaboratively by fostering synergy, enabling individuals to enhance their work relationships, achieve an ongoing performance improvement, and recognise the significance of cooperative endeavour for career progression (Adeleke, 2008). Wageman (1997) asserts that cooperation is the exclusive means to accomplish objectives with quality and efficiency and is the primary factor regulating economic progress. To maximise efficiency and performance, an organisation must prioritise cooperation since it amalgamates diverse

strengths to produce optimal results (Meslec et al., 2020; Walton et al., 2020). Therefore, to maximise productivity, employees must have the ability to collaborate effectively in teams (Iftikhar & Manzoor, 2017; Sanyal & Hisam, 2018; Abdulle & Aydintan, 2019). Work-family conflict represents a clash between roles influenced by pressures from both work and family, wherein fulfilling work responsibilities becomes increasingly challenging due to family obligations, and conversely, family duties are hindered by work commitments. Too many hours at work and too much to do are clear signs of work-family conflict since spending too much time and energy on work takes away from time and energy for family activities (Frone, 2003; Greenhaus & Beutell, 2003). Work-family conflicts also make it harder for people to do their jobs. According to Greenhaus and Beutell (2003), work-family conflict is a conflict between roles, specifically the stress or imbalance between your professional and home responsibilities. The work-family conflict caused by too much time and effort is visible when working hours are long and tasks are heavy. Darmayoga et al. (2020) demonstrated both the simultaneous and partial effects of work-family conflict on employee performance.

When workers can focus and solve problems as a team, they are more likely to attain superior outcomes than when working independently (Widiyanti et al., 2017). Teamwork refers to the degree to which employees in an organisation work together to achieve common goals rather than relying solely on their abilities (Silvani & Triatmanto, 2017). This opinion is also supported by Setia et al. (2020), who state that teamwork is one way to complete work in groups through skills and dedication to achieve job outcomes surpassing individual performance. Kelemba et al. (2017) stated that compliance with performance standards can be carried out properly with a team. Some studies show that teamwork is influential and positive in the performance of employees. Manzoor et al (2011) research stated that positive teamwork has an influence on employee performance. Research from Bokaii (2023) also stated the same thing: teamwork is influential and positive in improving the performance of employees. This is also emphasised by the results of the study by Samwel (2019), which states that teamwork relates significantly to the performance of employees, and Wanyeki (2019) stated that working in the same team has proven to relate closely to the performance of each employee. This aligns with the previous study, which shows that work teams help increase productivity, effectiveness and efficiency in the workplace. Alarafat (2021) stated the same thing: that teamwork has its influence on the performance of employees. Thus, from several results, study previous so teamwork influential positive on performance employee. Thus, from several previous research results, Employee performance is positively impacted by the work team. In light of the provided information, the working hypothesis is

Hypothesis 2: Teamwork positively influences employee performance

Work-family conflict

Work-family conflict is when the demands of work and family roles are incompatible, making it difficult for individuals to fulfil responsibilities in both areas. This conflict can manifest when the time and energy required for work duties interfere with the ability to meet family obligations, or vice versa. It is a significant factor influencing employee performance, as unresolved work-family conflict can lead to stress, reduced job satisfaction, and lower productivity. Studies indicate that work-family conflict is often exacerbated by leadership styles, such as paternalistic leadership, which can create additional role pressures on employees (Öge, 2018).

According to Niu et al. (2009), leaders who adopt a paternalistic style demonstrate honesty and prioritise the greater good over their interests. Employees will more likely enter into social exchange connections if their leaders exhibit paternalistic behaviour. Chen et al. (2011) explained that when employees are in a high-social-exchange relationship, they are more likely to put more effort in response to positive behaviour. Personnel are more inclined to comply with directives and complete assignments when leaders exhibit paternalistic behaviour (Cheng et al., 2004). Supporting employee performance is leadership behaviour that demonstrates care and attention to employee welfare (Baig, 2019). Paternalistic leadership and employee performance can be impacted by work-family conflict. Hence, it has the potential to bolster the correlation between authoritarian management styles and auditor efficiency. The proposed hypothesis is based on the explanation given above.

H3: Paternalistic leadership influences work-family conflict.

Furthermore, Kelemba et al. (2017) demonstrated that cooperation enables people within the organisation to exchange extensive knowledge and expertise. The work team fosters coordination, ensuring each member contributes effectively to the organisation or company (Silvani & Treatment, 2017). Pandelaki (2018) posits that several personnel collaborate towards shared objectives and tactics to attain organisational targets. Collaboration enables individuals to enhance one another's strengths, exchange ideas, and accomplish jobs more efficiently. Collaborative teamwork enables people to acquire knowledge from one another, enhance their talents, and cultivate robust relationships inside the company. Work-family conflict represents a role-based conflict arising from the competing demands of professional and familial responsibilities, wherein fulfilling work obligations complicates family roles, and conversely, family duties hinder work performance. The presence of work-family conflict can be easily identified by the presence of extended working hours and high workloads, as the excessive allocation of time and energy to work diminishes the availability of both for family activities (Frone, 2003). Teamwork does not exacerbate work-family conflict, as each individual has unique challenges that may impact the team. Discrepancies between

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professional obligations and familial responsibilities might lead to significant issues, but it does not always have a negative impact on teamwork. Maybe some employees can overcome the conflict and stay focused on work, or they feel that when they are at work, they must act professionally and put the conflict aside so that the tasks or work can be completed without interference. Based on this explanation, the hypothesis is proposed.

H4: Teamwork influences work-family conflict.

Work-family conflict has been widely studied for its negative impact on employee performance, as it creates a strain between the demands of work and family responsibilities. When employees struggle to balance their professional and personal lives, it often leads to stress, reduced job satisfaction, and lower productivity. This conflict can manifest in various ways, such as extended work hours or heavy workloads, which leave employees with less time and energy to fulfil family obligations (Frone, 2003). The negative effects of work-family conflict on employee performance are evident in numerous studies (Darmayoga et al., 2020; Asbari et al., 2020). Additionally, work-family conflict can increase job-related stress, affecting employees' mental health and their ability to focus on work tasks (Adeleke, 2008; Ardita et al., 2018). Zainal et al. (2020) also highlight how work-family conflict can lead to burnout, further hindering employee effectiveness. Therefore, addressing work-family conflict through supportive organisational policies and leadership can enhance job satisfaction and performance by helping employees better manage the demands of both their work and family roles. Based on this explanation, the hypothesis is proposed.

Hypothesis 5: Work-family conflict influences employee performance

Figure 1.
Research framework
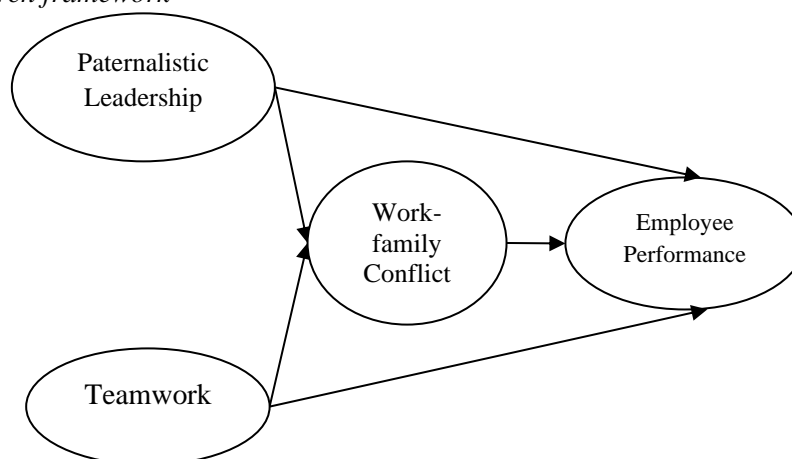
Source: Author's work (2025)

Research method

This study uses quantitative approach. Data was collected using survey to explain the connection between variables. Paternalistic leadership is measured using three dimensions adapted from Wang et al. (2018). Teamwork is measured using three dimensions adapted from West (2002). Work-family conflict is measured using three dimensions adapted from Greenhaus and Beautell (1985). Employee performance is measured using six dimensions adapted from Bernardin (1993). Each indicator is evaluated using a 5-point Likert scale with ranges from 1 (extremely unlikely to agree) to 5 (strongly agree). The pre-prepared research instruments are disseminated to several respondents to assess their validity and reliability. This study employs a nonprobability sampling strategy utilising a purposive sample technique. The online survey method was conducted by distributing Google Form links via social media platforms and emails addressed to Sharia Hotel employees in the West Java Region. In total, 343 respondents completed the survey.

The descriptive and inferential analysis were employed to examine the data. The analytical tool employed is Partial Least Squares – Structural Equation Modelling (PLS-SEM) using Smartpls software. PLS-SEM is a robust tool for statistics that inspects direct variable indicators, error measurements, and latent variables.

Result

Respondent profile

Respondent profile illustrated in Table 1. Based on responses from 344 respondents, it was found that 56% of the respondents were male and 44% were female. The majority of respondents fell within the 36–45 age group. In terms of educational background, most held a diploma-level qualification and had work experience ranging from 3 to 4 years, indicating a relatively experienced workforce with practical knowledge relevant to the hospitality industry.

Measurement model analysis results

Based on the results, the measurement model analysis confirms that all indicators meet the required criteria for validity and reliability. This is evident from the outer loading values, which indicate that each dimension of the variables is valid, with values ranging between 0.7 and 1.0. According to (Ghozali, 2021) for early-stage research focused on developing measurement scales, loading values between 0.5 and 0.6 are still considered acceptable. Specifically, the outer loading values for paternalistic leadership, measured across three dimensions, range from 0.912 to 0.937. For the teamwork variable, the outer loading values also assessed across three dimensions, range from 0.814 to 0.943. The work-family conflict variable, evaluated through three

dimensions, shows outer loadings between 0.896 and 0.964. Lastly, the employee performance variable, measured using six dimensions, has outer loading values ranging from 0.815 to 0.941. Thus, all dimensions across the studied variables can be considered valid. Detailed results of the construct validity and reliability analysis are presented in Appendix 1 and 3.

Appendix 3 illustrates the Cronbach's alpha and composite reliability analysis of all variables. If those two criteria have values greater than 0.7, the measurement model is reliable. The AVE values for the fourth construction latent variables demonstrate strong validity since they exceed 0.5, indicating that the information within each latent variable is adequately represented by the manifest variables. After the outer model testing is completed, the next step is to perform structural model testing. The inner model can be seen in Appendix 2 with the R-squared value for the construct-dependent and the t-value test coefficient statistics track.

Figure 2 illustrates the relationships between the research variables, with the strength of each connection represented by the respective path coefficients. All path coefficients in the model exhibit positive values, indicating a positive direction of influence among the variables. Paternalistic leadership exerts the strongest influence on WFC, with a coefficient value of 0.661. This is followed by the influence of WFC on employee performance, which has a path coefficient of 0.469.
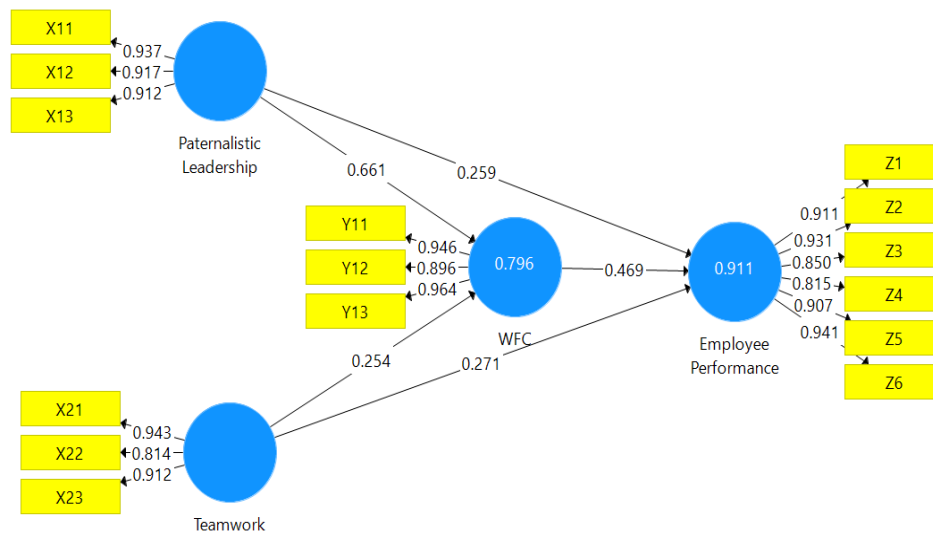
Table 1.

Respondent profile

Characteristics of respondents	Information	Rate (%)
Sex	Man	56%
	Woman	44%
Age	15-25 years old	20.1%
	26-35 years old	25.3%
	36-45 years old	35.8%
	46-55 years old	18.3%
	> 56 years old	0.6%
Education level	Junior high school	2%
	Senior high school	34%
	Diploma	49%
	Undergraduate	38%
	Post graduate	1%
Years of service	< 1 year old	3.8%
	1-2 years old	29.4%
	3-4 years old	38.7%
	> 5 years old	28.2%

Source: Author's work (2025)

Figure 2.

The graphics sample line should use a contrasting colour.

Source: Author's work (2025)

Table 2.

Hypothesis testing results

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Decision
Paternalistic leadership -> employee performance	0.259	0.258	0.051	5.060	0.000	Accepted
Teamwork -> employee performance	0.271	0.270	0.036	7.446	0.000	Accepted
Paternalistic leadership -> WFC	0.661	0.660	0.053	12.494	0.000	Accepted
Teamwork -> WFC	0.254	0.254	0.052	4.844	0.000	Accepted
WFC -> employee performance	0.469	0.471	0.044	10.665	0.000	Accepted

Source: Author's work (2025)

The results of the hypothesis testing, as presented in Table 2, indicate that all proposed hypotheses are supported. Hypothesis 1, which examines the influence of paternalistic leadership on employee performance, is supported with a path coefficient of 0.259 and a t-statistic of 5.060, indicating a significant positive effect. Hypothesis 2, which tests whether teamwork influences employee performance, is also supported, as shown by a coefficient of 0.271 and a t-statistic of 7.446. These findings suggest that both paternalistic leadership and teamwork play a crucial role in enhancing employee performance. Furthermore, hypothesis 3, which explores the effect of

paternalistic leadership on WFC, is strongly supported, with a coefficient of 0.661 and a t-statistic of 12.494. This result implies that paternalistic leadership significantly contributes to the occurrence or mitigation of WFC. Hypothesis 4 is also supported, confirming that teamwork has a significant influence on WFC, evidenced by a coefficient of 0.254 and a t-statistic of 4.844. Lastly, hypothesis 5, which assesses the impact of WFC on employee performance, is supported with a coefficient of 0.469 and a t-statistic of 10.665. This indicates that WFC plays a mediating role and significantly affects how well employees perform. Overall, the results highlight the importance of leadership style and teamwork in shaping employee outcomes, especially in managing the balance between work and family responsibilities.

Discussion

This study confirms that hypothesis 1 is accepted. Leaders who practise paternalistic leadership not only provide emotional support but also guide employees' career development. They actively mentor, advise, and create advancement opportunities, which contributes to a supportive and productive work environment (Wang & Cheng, 2010). Chan and Mak (2012) and Pellegrini and Scandura (2008) highlight that virtuous behaviours among such leaders build trust and inspire higher performance. While earlier studies limited their focus to specific dimensions of paternalistic leadership (Chen et al., 2011; Albrecht, 2010), this study suggests that the combined influence of its three dimensions, authoritarianism, benevolence, and morality, which has a more profound effect on employee task performance. Hypothesis 2, which tests whether teamwork has a positive influence on employee performance, is accepted.

Furthermore, paternalistic leadership significantly reduces work-family conflict, thereby supporting hypothesis 3. This confirms the role of paternalistic leaders in mitigating work-family conflict by fostering a supportive work environment where employees feel secure and emotionally balanced (Cheng et al., 2004; Qiu, 2020; Gull et al., 2021). Teamwork is another crucial factor shown to enhance employee performance. Effective collaboration enables employees to solve problems efficiently, leverage each other's strengths, and work cohesively toward shared goals (Widiyanti et al., 2017; Silvani & Triatmanto, 2017; Setia et al., 2020).

Similarly, hypothesis 4 is accepted, indicating that teamwork significantly influences work-family conflict. This suggests that a collaborative environment helps employees manage their work responsibilities better, thereby reducing potential conflicts between their professional and personal roles (Kelemba et al., 2017; Pandelaki, 2018). While not all employees experience work-family conflict equally, teamwork creates opportunities for mutual support, knowledge sharing, and increased workplace harmony.

Hypothesis 5, which tests whether WFC influences employee performance, is also supported, with results showing a significant negative effect. Consistent with prior studies (Qiu, 2020; Sari et al., 2021; Zainal, 2020), this finding confirms that work-family conflict hampers employees' ability to perform optimally due to psychological stress and divided attention.

The results of this study offer valuable insights for organisational leaders, particularly within collectivist cultures like Indonesia. The findings underscore the importance of adopting paternalistic leadership, where leaders combine authority with genuine care, moral integrity, and mentorship. This leadership style has been shown to enhance employee performance and reduce work-family conflict by fostering a sense of trust, loyalty, and psychological safety among team members. Therefore, organisations should incorporate paternalistic values into leadership development programs, encouraging leaders to be both firm and nurturing. Furthermore, the role of teamwork is equally critical; effective collaboration not only improves employee outcomes but also mitigates the impact of work-family conflict. Managers should create environments that support cooperative work, shared goals, and open communication to strengthen team dynamics. Additionally, work-family conflict should be viewed as a strategic issue in performance management. Implementing flexible work arrangements, family-supportive policies, and a culture of empathy can help employees balance their professional and personal responsibilities. Ultimately, cultivating a workplace culture grounded in mutual respect, support, and collective values will contribute to a more motivated, productive, and resilient workforce.

Conclusion, limitation, and future research

This study confirms that paternalistic leadership and teamwork positively influence employee performance in Sharia hotels. These factors also significantly impact work-family conflict, which later shapes employee outcomes. The ability to balance professional and personal responsibilities contributes significantly to improved performance. Effective paternalistic leadership and cohesive teamwork foster a harmonious and supportive work environment, strengthening relationships between employees and management in Sharia hotels. This study is geographically limited to Sharia hotels in West Java, which may restrict the generalisability of the findings to other regions or hotel types in Indonesia. Additionally, the research focused solely on Sharia hotels, excluding conventional hotels that could provide valuable comparative insights.Future studies should expand the sample to include Sharia and conventional hotels across different regions of Indonesia and other countries to enhance the generalisability and depth of the findings. Moreover, future research are encouraged to explore other potential moderating or mediating variables, such as employee engagement, to develop a more comprehensive

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model of employee performance. Investigating different organisational settings would also provide richer perspectives on the dynamics between leadership, teamwork, and work-family conflict.

Author contribution

Usep Deden Suherman: Conceptualisation and Research Design, Data Collection, Methodology, Writing Entire Paper, Conceptualisation, Data Collection and Analysis, Editing and Layouting.

Declaration of interest

The author declares that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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Appendix 1.

Construct reliability and validity

Indicator	Paternalistic leadership	Teamwork	Work-family conflict	Performance
X1.1	0.937			
X1.2	0.917			
X1.3	0.912			
X2.1		0.943		
X2.2		0.814		
X2.3		0.912		
Y1.1			0.946	
Y1.2			0.896	
Y1.3			0.964	
Z1				0.911
Z2				0.931
Z3				0.850
Z4				0.815
Z5				0.907
Z6				0.941

Source: Author's work (2025)

Appendix 2.

Measurement model test results

Variable	R square	R square adjusted
Employee performance	0.911	0.911
WFC	0.796	0.794

Source: Author's work (2025)

Appendix 3.

Construct validity and reliability

Variable	Cronbach's alpha	Rho_a	Composite reliability	(AVE)
Employee performance	0.949	0.951	0.960	0.799
Paternalistic leadership	0.912	0.913	0.944	0.850
Teamwork	0.873	0.924	0.920	0.794
WFC	0.929	0.931	0.955	0.876

Source: Author's work (2025)