




“Servant and collaborative leadership in the performance of Peruvian tourism organizations: Mediation of social capital”

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SERVANT AND COLLABORATIVE LEADERSHIP IN THE PERFORMANCE OF PERUVIAN TOURISM ORGANIZATIONS: MEDIATION OF SOCIAL CAPITAL

Abstract

Leadership plays a crucial role in the performance of organizations and is a fundamental element in the construction of capital. This paper aims to measure the relationship between servant and collaborative leadership with organizational performance and the mediating role of social capital in small companies in the Peruvian tourism sector. The methodology used the quantitative approach at an explanatory level. Data were obtained from 623 representatives of tourism organizations using a 19-item questionnaire; the hypotheses were tested using the SEM model through AMOS and SPSS. The results indicate that servant leadership is largely related to organizational performance ($\beta = 0.566, p < 0.001$) and explains 20.5% of this variable. Collaborative leadership has a moderate relationship with organizational performance ($\beta = 0.454, p < 0.001$) and explains 21.3%. No evidence demonstrated the relationship between servant leadership and social capital. Collaborative leadership has a low relationship with social capital ($\beta = 0.163, p < 0.001$) and explains only 2%. Social capital has a low relationship with organizational performance ($\beta = 0.293, p < 0.001$) and explains 10.8%. Furthermore, social capital fully mediates the relationship between servant leadership and organizational performance and partially mediates the relationship between collaborative leadership and organizational performance.

Keywords

servant leadership, collaborative leadership, social capital, performance, tourism

JEL Classification

M12, L25, M14, O35

INTRODUCTION

After a long period of pandemic, tourist services are returning to operate normally. However, in developing countries, it is still difficult to achieve pre-pandemic performance (Kumar & Ekka, 2024). In these countries, local tourism activities are mostly operated by small organizations that show low performance levels, mainly in the economic and operational aspects (Alatawi et al., 2023). Managers seek to improve performance levels, as it allows them to continue operating in the market, growing in the industry, and achieving sustainability (Porath, 2023). In small organizations, due to economic, technological, and market limitations and highly trained human resources, it becomes more difficult to achieve high levels of performance (Anatan & Nur, 2023). To reverse this situation, it is necessary to develop internal and external strategic resources that allow them to cope with the changes to which they are exposed (Conz et al., 2023). Resources, such as the leadership of managers or social capital, enable small businesses to overcome these obstacles (Annamalah et al., 2023).

Servant leadership has shown that it can contribute to improving the performance of organizations since it is a style in which the leader serves his colleagues so that he achieves the commitment of everyone (Eva et al., 2019; Mcquade et al., 2021). This type of leadership demonstrates its effectiveness in different contexts: social companies (Hunter et al., 2013), service companies (Abbas et al., 2021), in tourism (Al-Azab & Al-Romeedy, 2024), in education (Asfahani, 2023), and in healthcare (Zada et al., 2022). In addition, collaborative or distributed leadership has demonstrated great contributions to community service organizations, such as in the tourism sector. This style allows for better performance in various areas: public (Hsieh & Liou, 2018) and educational (Hauge & Norenes, 2015), among others. Leadership also allows the development of social capital in organizations since it is a catalyst for the efforts of organization members, serving as a means of cohesion to develop the skills of collaborators (De Clercq et al., 2014). Servant leadership allows one to establish positive links between organization members, which leads to forming work teams and establishing joint goals, building solid social capital (Zoghbi-Manrique-de-Lara & Ruiz-Palomino, 2019). Collaborative leadership allows various organizations to share objectives and power and carry out joint collaborative efforts to create collaborative social capital (North et al., 2023). Once social capital is potentiated, it contributes greatly to improving performance, acting as a mediator between leadership and organizational performance.

1. LITERATURE REVIEW AND HYPOTHESES

The analysis is based on theories of social learning and behavior since leaders influence the behaviors of their followers, serving as role models (Brown et al., 2005). This implies various psychological processes that lead to pairing, such as learning by observation, imitation, and identification with the leader. Bandura (1971) maintained that the aspects that can be learned directly through experience are also learned through observation of the behavior of others and what consequences this brings. In this way, it is demonstrated that leaders are the models to be imitated by followers, taking into consideration the roles assigned to them, the status achieved, and the success achieved within each organization. In addition, leaders have the power to shape employee behavior (Bai et al., 2019).

Servant leadership is a lifestyle in which leaders begin with the feeling of serving others and, therefore, others choose them as their leaders (Greenleaf, 1977). Research on this leadership is increasing daily due to its potential within organizations. However, there is still no consensus regarding its concept. Eva et al. (2019) focused on three aspects: motivation, since it is oriented toward others; the way in which it is implemented, that is, one-to-one between leaders and followers; and mentality, which is a concern for the well-being of others. Other authors have tried to propose its measurement, including Liden et al. (2008),

who proposed a scale with seven dimensions. Van Dierendonck and Nuijten (2011) used a scale with eight dimensions; later, they proposed shorter and unidimensional scales (Liden et al., 2015; Van Dierendonck et al., 2017). The purpose of this style is to unleash the potential of followers to thrive and grow personally and professionally through individual prioritization of individual needs and interests (Eva et al., 2019).

Collaborative leadership proposes the shared management of a group of people or organizations to achieve their objectives (Heck & Hallinger, 2010). It emphasizes the collaboration of one or more people within an organization, allowing their involvement with each other, such that leaders and followers raise the motivation and morality levels of others and foster interdependencies between multiple parties (VanVactor, 2012). Leadership is not always vertical; its collaborative communication strategies imply a continuous and unobstructed cycle of information that flows freely between the members of a team and an organization. This leadership, instead of falling on an individual, is shared among the members of the group, ranging from a set of “walking” actions that help keep a community together instead of the command of a single person through the concept of heterarchy (Rosile et al., 2018), which is contrary to the traditional top-down hierarchy.

Derived from the field of sociology, social capital refers to the real and potential resources inte-

grated into networks, norms, and relationships of trust that allow the effective achievement of collective objectives (Hidalgo et al., 2024). It plays a fundamental role when important phenomena are configured at the social level in terms of income distribution and other economic opportunities, better performance at the individual and organizational level, and the cohesion of social groups (Eagle et al., 2010). It allows cooperation and goodwill among those who make up social groups, thus generating value for the members, internal groups, and larger networks (Coleman, 1988).

Organizational performance has become a series of steps that allow the creation of value that surpasses the boundaries of the organization, also involving various agents of the value chains such as suppliers, customers, government, and communities (Stevens et al., 1989). Achieving this requires individual organizations to invest in mechanisms that foster integration, collaboration, and coordination among sector members (Sanders, 2008). Organizational performance is obtained with the ability to assimilate and use the information contained in the environment in which it is inserted, allowing it to align with the company. The concept of organizational performance focuses on obtaining results based on indicators that represent the achievement of the goals projected by the organization. A broader concept of organizational performance involves operational performance beyond financial, quality, innovation, and market parameters that allow its evaluation (Bhatia, 2021).

Various studies demonstrate the positive relationship of servant leadership with performance; Alafeshat and Tanova (2019) examined how servant leadership practices affect organizational performance. They revealed that servant leadership was positively linked to employee satisfaction and retention, which were used as organizational performance indicators. Batool et al. (2022) studied the indirect effects of servant leadership on organizational performance, mediated by psychological resilience and creativity, in hotels in Malaysia.

The relationship between collaborative leadership and organizational performance has been widely studied. Hsieh and Liou (2018) researched on

collaborative leadership and its effect on performance at the organizational level. Based on survey data from a public service agency in the Taipei City government, Taiwan, they found that collaborative leadership dimensions positively affect organizational performance. Choi et al. (2017) conducted a study using three sets of multiple regression models. They examined the effectiveness of shared leadership in relation to team effectiveness and found that shared leadership improved organizational effectiveness and team planning.

The effects of servant leadership on social capital have also been studied. Zoghbi-Manrique-de-Lara and Ruiz-Palomino (2019) sought to measure whether leaders get their followers to act socially more frequently. It was found that servant leadership positively affects the bonding and relationships that are mediated by the social interactions of workers at the organizational and inter-organizational levels. Moscardo et al. (2017) identified key factors necessary to improve the social capital of the destination community, with one of them being strong tourism leadership. Salas et al. (2020) found that, in the health context in Spain, collaborative leadership has a positive and significant effect on the social capital for heads of medical units and nurses.

Various studies have shown how necessary social capital is to achieve benefits for the entire community. Singh et al. (2021) researched social capital and how it influences the performance of companies in emerging countries. They found that social capital is essential to achieve better levels of performance. Ooi et al. (2023) found that social capital is instrumental in improving performance levels from an environmental perspective in small businesses in Malaysia. Similarly, Xie et al. (2021) determined that social capital is essential to achieving better levels of performance in small emerging Chinese companies. Likewise, social capital has also been found to be a mediating variable in different relationships. For example, Zhang et al. (2020) found that social capital favorably and significantly mediates the relationship between supplier integration and the performance of small businesses in China. In addition, Salas et al. (2020) concluded that social capital mediates the relationship between collaborative leadership and the performance of health organizations in Spain.

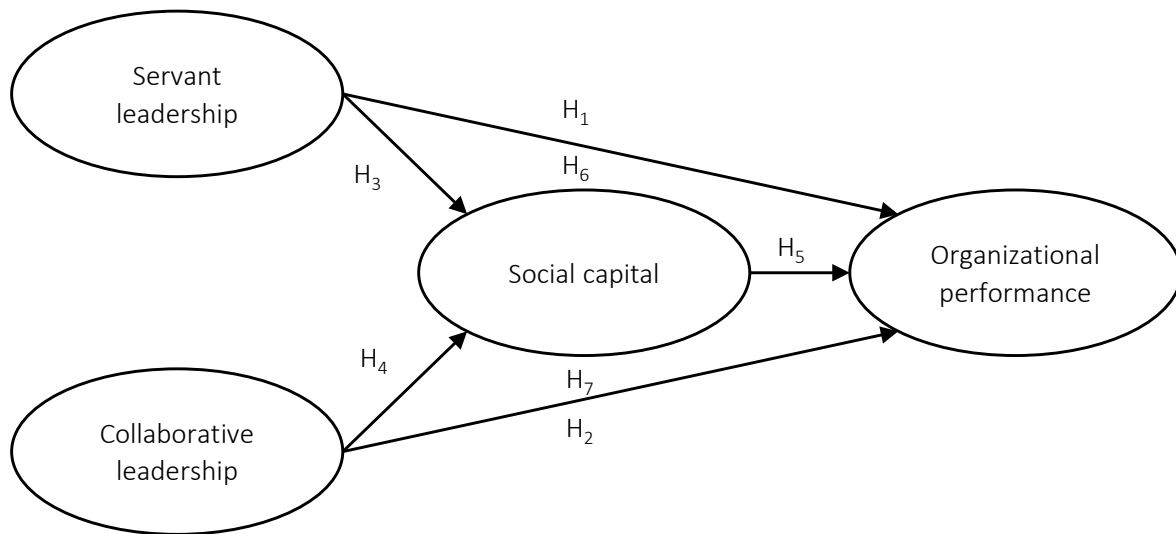


Figure 1. Conceptual model

The objective of this study was to measure the relationship between servant and collaborative leadership with organizational performance and how social capital mediates these effects in small organizations in the Peruvian tourism sector. From the literature review, the study elaborated on the following hypotheses:

- H1: Servant leadership significantly affects the organizational performance of Peruvian tourism operating organizations.*
- H2: Collaborative leadership significantly affects the organizational performance of Peruvian tourism operating organizations.*
- H3: Servant leadership is significantly related to the social capital of Peruvian tourism operating organizations.*
- H4: Collaborative leadership is significantly related to the social capital of Peruvian tourism operating organizations.*
- H5: Social capital is significantly related to the organizational performance of Peruvian tourism operating organizations.*
- H6: Social capital significantly mediates the relationship between servant leadership and organizational performance of Peruvian tourism operating organizations.*

H7: Social capital significantly mediates the relationship between collaborative leadership and organizational performance of Peruvian tourism operating organizations.

Figure 1 shows a theoretical conceptual model, which visualized the relationships between the variables.

2. METHOD

2.1. Data collection

The data were obtained through a face-to-face, printed, and self-filled survey distributed to 750 tourism operators in the central Andean region of Peru, from which 623 properly completed and valid questionnaires were obtained. This region was chosen because it links large cities like Lima and the natural jungle region, where many national and foreign tourists come, mainly on holidays and festive seasons. In addition, this region has enormous tourist resources. The survey was administered by university professionals from central Peru as part of a research project.

The non-probabilistic sampling was used for convenience (Otzen & Manterola, 2017). It was decided to include people representing the organizations in the sample: managers, owners, or administrators, who are the decision-makers in their organizations,

are knowledgeable about their global functioning, and can provide complete information.

Within the participating sample, the majority (85%) were small organizations (mainly micro and small businesses), which have 10 or fewer workers (Table 1); while a little less than 15% had more than 10 workers. In order to achieve collaboration among the respondents, the purpose was explained, having adequate collaboration of more than 80% of the participants approached, who voluntarily filled out the questionnaire completely with informed consent. This response rate is excellent, as stated by Babbie (2013), who considers that response rates greater than 70% are adequate. In addition, there was a lot of expectation and commitment from the respondents to actively participate in the data collection process.

The instruments were adapted, validated, and applied in different contexts. To measure servant leadership, an instrument with four items was used, based on the proposal of Liden et al. (2015). The instrument to measure collaborative leadership consisted of seven items derived from McGuire and Silvia (2009). Regarding social capital, an instrument with three items was used, adapted from Liu et al. (2014). A 5-item instrument was used for organizational performance, adapted from Avci et al. (2011). All instruments used a Likert-type scale with five alternatives, where 1 was “totally disagree” and 5 was “totally agree.” Their validity was checked through the judgment of five experts, who gave an opinion of applicability in all cases and to all the proposed questionnaires. Reliability, measured through Cronbach’s Alpha, was obtained for servant leadership ($\alpha = 0.845$), collaborative leadership ($\alpha = 0.858$), social capital ($\alpha = 0.856$), and organizational performance ($\alpha = 0.87$) (Table 4). All variables obtained values above 0.8, which indicates that the instruments are reliable.

In relation to the characteristics of the organizations evaluated and the informants, Table 1 shows the type of activity they carry out (ranging from service providers to non-profit organizations, such as museums), the seniority of the organizations in providing services, and the

number of workers. In addition, it specifies demographic characteristics of respondents.

Table 1. Main characteristics of the organizations and informants

Variable	Level/type	Frequency	Percentage
Of the organizations			
Tourist activity developed by the organization	Lodging	109	17.50%
	Restaurant	252	40.40%
	Travel agency	42	6.70%
	Bar restaurant	52	8.30%
	Craft	20	3.20%
	Bar	10	1.60%
	Discotheque	5	0.80%
	Museum	20	3.20%
	Tourist guide	2	0.30%
	Virtual sales companies	63	10.10%
	Transport	45	7.20%
	Other	3	0.50%
Years of experience in the field	1 year or less	109	17.50%
	Between 2 and 5 years	284	45.60%
	Between 6 and 10 years	142	22.80%
	More than 10 years	88	14.10%
Number of workers	Less than 5 workers	259	41.57%
	Between 6 and 10 workers	273	43.82%
	Between 11 and 20 workers	65	10.43%
	More than 20 workers	26	4.17%
Of the informants			
Gender	Male	327	52.50%
	Female	296	47.50%
Age	Under 20 years old	29	4.70%
	From 20 to 29 years	236	37.90%
	From 30 to 39 years	217	34.80%
	From 40 to 49 years	80	12.80%
	From 50 to 59 years	39	6.30%
	Over 60 years	28	3.50%
	Education level	No instruction	2
With complete primary		13	2.10%
Incomplete secondary		16	2.60%
Completed secondary		144	23.10%
Incomplete technique		47	7.50%
Complete technique		188	30.20%
Incomplete university		93	14.90%
Complete university		120	19.30%
Position	Manager	274	43.98%
	Owner	219	35.20%
	Administrator	111	17.80%
	Worker	19	3.02%

2.2. Data analysis

The SPSS AMOS V.24 program was used for data analysis. The steps included verification of missing data; it was confirmed that no data were missing, all the selected surveys fully complied. The study checked the normality of the data, resulting in all latent variables showing reliability within acceptable ranges. Next, no multicollinearity problems were found in the data, and finally, the verification of the proposed hypotheses was carried out using a structural equation modeling (SEM).

The Z-Score test was applied to determine missing values. This test was carried out on all respondents; values for each respondent were determined to be less than 3.56 (Tabachnick & Fidell, 2013). The average of the main variables was obtained, and the values vary between 3.65 for social capital and up to 4 for collaborative leadership, values that are within the allowed standards, as proposed by Sekaran and Bougie (2016). They indicated that values between 2.99 and 4 are high when Likert-type scales are used. To measure normality, the asymmetry and kurtosis of the variables were evaluated (Hair et al., 2014), and quite low values were obtained (-1 to +1); in the case of asymmetry for all variables, the results were slightly negative. Regarding kurtosis, the highest value was presented by collaborative leadership with a value of 2.153; however, all values were within the range of -3 to +3 (DeCarlo, 1997) (Table 2).

Because data were collected using self-reported surveys, which could possibly lead to common method bias (Podsakoff & Organ, 1986), the one-factor test proposed by Harman was implemented through principal components analysis in SPSS; nine factors obtained values greater than 1, in addition to the first factor having a value of 23.22% of the total variance. Likewise, the impact that a common latent factor had on the model was verified in order to confirm the existence of common

method bias, resulting in a significant relationship between all the elements of the hypothetical measurement, as well as of all its factors, which ensured that there was no common method bias.

3. RESULTS

A confirmatory factor analysis was carried out to determine the factor loadings, validity, and reliability of each item and latent variables. Significant loadings were obtained for each item with its respective construct ($p < 0.01$) (Appendix A).

An adequate fit of the model was obtained, with values of 2.997 for CMIN/DF, which was less than 3, indicating that the model has a good fit (Hair et al., 2014; Hu & Bentler, 1999). Values of 0.933 were reached for the goodness-of-fit index (GFI); 0.910 for the adjusted goodness-of-fit index (AGFI); 0.938 for the comparative fit index (CFI); 0.925 for Trucker-Lewis index (TLI); 0.912 for the normative fit index (NFI). All of these values indicated an adequate fit of the model since they are above 0.90 (Hair et al., 2014). Likewise, a value of 0.038 was obtained for the root mean square residual (RMR), and 0.058 for the root mean square error of approximation (RMSEA), which are within the suggested ranges close to 0.05, indicating that the model is suitable (Hair et al., 2014) (Table 4).

The convergent and discriminant validities, as well as the composite reliability, were then determined. The convergent validity values were above 0.50; therefore, it was adequate in all the constructs. In this way, the items explained sufficient variance of the latent variable instead of being explained by the error since the average variance explained (AVE) was found within the allowed criteria (Hair et al., 2014). Regarding discriminant validity, adequate values were obtained, all greater than 0.70, which means that discriminant validity exists (Hair et al., 2014). Regarding the composite reliability in all latent variables, the values

Table 2. Descriptive statistics

Variables	Mean	Standard deviation	Asymmetry	Kurtosis
Servant leadership	3.99	0.736	-0.710	1.609
Collaborative leadership	4.00	0.752	-0.897	2.153
Social capital	3.65	0.928	-0.346	-0.118
Organizational performance	3.70	0.706	-0.320	1.080
Sample	623			

Table 3. Correlation coefficients

Variables	α	AVE	CR	SL	CL	SC	OP
Servant leadership	0.845	0.575	0.803	(0.838)			
Collaborative leadership	0.856	0.685	0.867	0.821***	(0.931)		
Social capital	0.858	0.687	0.840	0.152**	0.156**	(0.916)	
Organizational performance	0.87	0.787	0.910	0.443***	0.435***	0.335***	(0.954)

Note: α = Cronbach's Alpha, SL = Servant Leadership, CL = Collaborative Leadership, SC = Social Capital, OP = Organizational Performance. ** $p < 0.05$; *** $p < 0.01$; values in bold and in parentheses represent the mean variance extracted from the latent variables and indicate discriminant validity.

exceeded 0.70, which is acceptable (Hair et al., 2014). Thus, the data met the required assumptions. It was also determined that the constructs are correlated; the highest value shows the correlation between servant leadership and collaborative leadership at a value of 0.821, while the lowest value shows the correlation between servant leadership and social capital at 0.152 (Table 3).

The proposed hypotheses were then tested, for which structural equation modeling was used in AMOS. Given that there is a mediating variable in the model, previous studies recommended the use of bootstrapping, so bootstrapping was implemented (resampling in 2000), with a 95% confidence interval corrected for bias. Five models were made associating two variables: the first model related servant leadership to organizational performance, the second related collaborative leadership to organizational performance, the third related servant leadership to social capital, the fourth measured the relationship of collaborative leadership with social capital, and the fifth measured the effect of social capital on organizational performance. Next, two models were proposed that related three variables: the sixth model related to servant leadership, social capital, and organizational performance, and the seventh related to collaborative leadership, social capital, and organiza-

tional performance. The eighth model was built to check correlations between servant leadership, collaborative leadership, social capital, and organizational performance (Table 4).

Model one (SL → OP) (Table 4) showed quite adequate results, such as CMIN/DF = 2.997, GFI = 0.975, AGFI = 0.953, CFI = 0.968, TLI = 0.953, NFI = 0.954, RMR = 0.029, and RMSEA = 0.057, which are within the suggested parameters (Hair et al., 2014). The results (Table 5) support hypothesis 1, which corroborates that servant leadership significantly affects organizational performance in Peruvian tourism operating organizations ($\beta = 0.566, p < 0.001$); in addition, R^2 indicates that servant leadership explains 20.5% of organizational performance in this context.

Model two (CL → OP) (Table 4) also showed adequate values, CMIN/DF = 3.622, GFI = 0.955, AGFI = 0.928, CFI = 0.961, TLI = 0.948, NFI = 0.948, RMR = 0.039, and RMSEA = 0.065, which are within the suggested parameters (Hair et al., 2014). These results (Table 5) support hypothesis 2, which corroborates that collaborative leadership significantly affects organizational performance in Peruvian tourism operating organizations ($\beta = 0.454, p < 0.001$); in addition, R^2 indicates that

Table 4. Developed models

Models	Chisq/df	GFI	AGFI	CFI	TLI	NFI	RMR	RMSEA
Measurement model	2.993	0.933	0.910	0.938	0.925	0.912	0.038	0.058
Structural model 1 (SS → OP)	2.997	0.975	0.953	0.968	0.953	0.954	0.029	0.057
Structural model 2 (CL → OP)	3.622	0.955	0.928	0.961	0.948	0.948	0.039	0.065
Structural model 3 (SL → SC)	3.214	0.982	0.959	0.970	0.948	0.958	0.026	0.060
Structural model 4 (LC → CS)	3.091	0.970	0.947	0.976	0.965	0.965	0.036	0.058
Structural model 5 (SC → OP)	3.613	0.977	0.952	0.969	0.949	0.958	0.028	0.065
Structural model 6 (SL → SC → OP)	3.060	0.964	0.941	0.952	0.933	0.931	0.032	0.058
Structural model 7 (CL → SC → OP)	3.474	0.944	0.918	0.948	0.933	0.928	0.041	0.063
Structural model 8 (SL + CL → SC → OP)	2.887	0.940	0.917	0.946	0.932	0.920	0.036	0.055
Acceptable range	1-5	>.90	>.80	>.90	>.90	>.90	<.09	<.08

Note: SL = Servant Leadership, CL = Collaborative Leadership, SC = Social Capital, OP = Organizational Performance.

collaborative leadership explains 21.3 % of the organizational performance of the evaluated entities.

Model three (SL → SC) (Table 4) also showed quite adequate results, such as CMIN/DF = 3.214, GFI = 0.982, AGFI = 0.959, CFI = 0.970, TLI = 0.948, NFI = 0.958, RMR = 0.026, and RMSEA = 0.060, which are within the suggested parameters (Hair et al., 2014). The results (Table 5) indicate that no support was found for hypothesis 3; that is, there was not enough evidence to affirm that servant leadership significantly affects social capital in Peruvian tourism operating organizations ($\beta = 0.072, p > 0.437$), nor does the value of R^2 explain the influence of social capital.

Model four (CL → SC) (Table 4) also showed quite adequate results, such as CMIN/DF = 3.091, GFI = 0.970, AGFI = 0.947, CFI = 0.976, TLI = 0.965, NFI = 0.965, RMR = 0.036, and RMSEA = 0.058, which are within the suggested parameters (Hair et al., 2014). These results (Table 5) support hypothesis 4, which corroborates that collaborative leadership significantly affects social capital in Peruvian tourism operating organizations ($\beta = 0.163, p <$

0.001); in addition, R^2 indicates that collaborative leadership explains 2 % of the capital in the evaluated entities.

Model five (SC → OP) (Table 4) also showed quite adequate results, such as CMIN/DF = 3.613, GFI = 0.977, AGFI = 0.952, CFI = 0.969, TLI = 0.949, NFI = 0.958, RMR = 0.028, and RMSEA = 0.065, which are within the suggested parameters (Hair et al., 2014). These results (Table 5) support hypothesis 5, which corroborates that social capital significantly affects organizational performance in Peruvian tourism operating organizations ($\beta = 0.293, p < 0.001$); in addition, R^2 indicates that collaborative leadership explains 10.8 % of the share capital in the evaluated entities.

Model six (SL → SC → OP) (Table 4) showed acceptable results as a model: CMIN/DF = 3.060, GFI = 0.964, AGFI = 0.941, CFI = 0.952, TLI = 0.933, NFI = 0.931, RMR = 0.032, and RMSEA = 0.058, within the suggested parameters (Hair et al., 2014). The mediation results (Table 6) demonstrate that social capital fully mediates the relationship between servant leadership and organizational

Table 5. Hypothesis testing (without mediation)

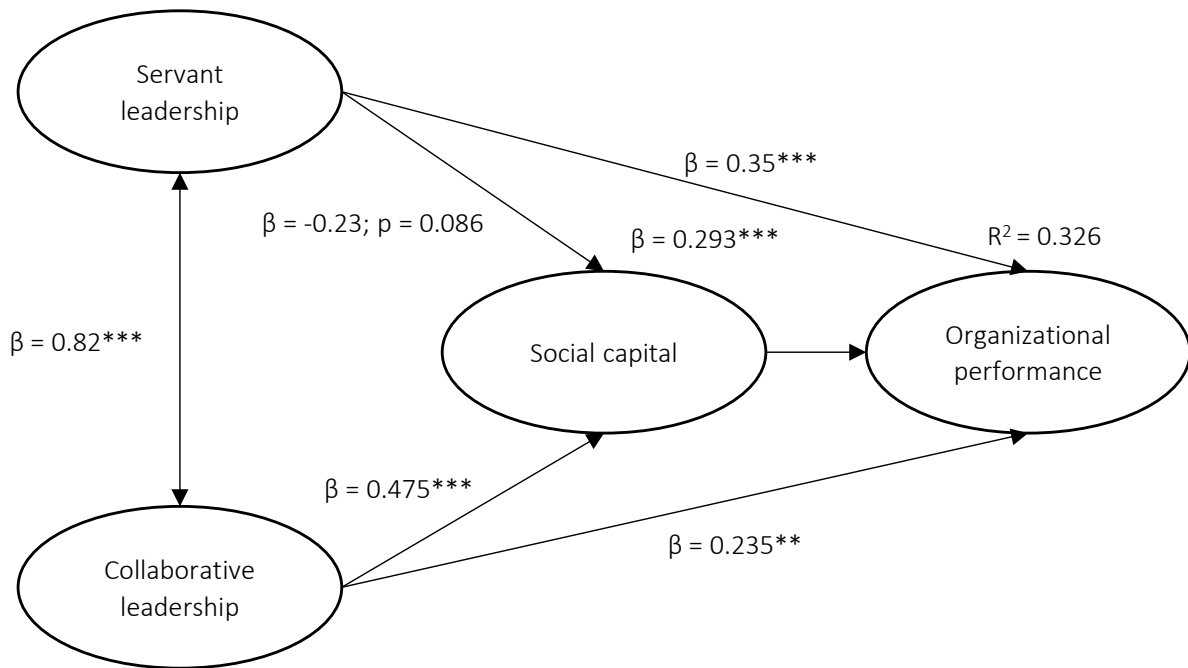
Hypothesis	β	S.E.	C.R	p	R^2	Result
Hypothesis ₁ (SL → OP)	0.566	0.070	8.042	0.000	0.205	Accepted
Hypothesis ₂ (CL → OP)	0.454	0.051	8.935	0.000	0.213	Accepted
Hypothesis ₃ (SL → SS)	0.072	0.092	0.777	0.437	0.002	Rejected
Hypothesis ₄ (CL → SC)	0.163	0.059	2.758	0.006	0.02	Accepted
Hypothesis ₅ (SC → OP)	0.293	0.047	6.252	0.000	0.108	Accepted

Note: SL = Servant Leadership, CL = Collaborative Leadership, SC = Social Capital, OP = Organizational Performance.

Table 6. Hypothesis testing of models with mediation

Hypothesis	Direct effect	p	Indirect effect	p	Total effect	p	Mediation
Hypothesis 6 (Model 6)							
SL → OP	0.616	0.001	0.022	0.297	0.638	0.001	Total
SL → SC	0.083	0.321			0.083	0.321	
SC → OP	0.264	0.001			0.264	0.001	
Hypothesis 7 (Model 7)							
CL → OP	0.434	0.001	0.043	0.003	0.478	0.001	Partial
CL → SC	0.191	0.003			0.191	0.321	
SC → OP	0.227	0.001			0.227	0.001	
Hypothesis 8 (Model 8)							
SL → OP	0.264	0.031	-0.072	0.044	0.193	0.107	Total
CL → OP	0.217	0.014	0.106	0.004	0.223	0.032	Partial
SL → SC	-0.256	0.044			-0.256	0.044	
CL → SC	0.380	0.004			0.380	0.004	
SC → OP	0.280	0.001			0.280	0.001	

Note: SL = Servant Leadership, CL = Collaborative Leadership, SC = Social Capital, OP = Organizational Performance.



Note: ** $p < 0.05$, *** $p < 0.01$.

Figure 2. Total structural model

performance in Peruvian tourism operating organizations since the indirect effect is not significant ($\beta = 0.022, p < 0.297$), while the direct effect is significant ($\beta = 0.616, p < 0.001$), as well as the total effect ($\beta = 0.638, p < 0.001$). It has been determined that, through R^2 , 31% of the organizational performance behavior is mediated by social capital.

Model seven (CL \rightarrow SC \rightarrow OP) (Table 4) showed acceptable results, CMIN/DF = 3.474, GFI = 0.944, AGFI = 0.918, CFI = 0.948, TLI = 0.933, NFI = 0.928, RMR = 0.041, and RMSEA = 0.063 (Hair et al., 2014). The results (Table 6) demonstrate that social capital partially mediates the relationship between collaborative leadership and organizational performance in Peruvian tourism operating organizations since the indirect effect is not significant ($\beta = 0.043, p < 0.003$), as well as the direct effect ($\beta = 0.434, p < 0.001$), in addition to the total effect ($\beta = 0.478, p < 0.001$). It has also been determined through R^2 that collaborative leadership explains 29% of organizational performance behavior through social capital.

Finally, model eight (SL + CL \rightarrow SC \rightarrow OP) (Table 4) showed acceptable results, CMIN/DF = 2.887, GFI = 0.940, AGFI = 0.917, CFI = 0.946, TLI = 0.932, NFI = 0.920, RMR = 0.036, and RMSEA = 0.055,

which are within the suggested parameters (Hair et al., 2014). The comprehensive model (Table 6) corroborates the data found in models six and seven since social capital fully mediates the relationship between servant leadership and organizational performance, with an indirect effect ($\beta = -0.072, p < 0.044$), direct effect ($\beta = 0.0264, p < 0.031$) and total effect ($\beta = 0.193, p < 0.107$). In comparison, there is a partial mediation of social capital in the relationship between collaborative leadership and organizational performance, with indirect effect ($\beta = 0.106, p < 0.004$), direct effect ($\beta = 0.217, p < 0.014$), and total effect ($\beta = 0.223, p < 0.032$). Furthermore, it was found that the model (R^2) explains 32.6% of organizational performance (Figure 2).

4. DISCUSSION

The literature on business strategy that addresses leadership, social capital, and organizational performance in the business sector is abundant, so it cannot be underestimated. However, this paper contributes by relating two leadership styles with organizational performance and testing the mediating role of social capital. In order to achieve better results, this study collected empirical data in a context of small Peruvian organizations dedicated to tourism.

The results demonstrated that servant and collaborative leadership have a significant influence on organizational performance. The results are in the same direction as previous results, as is the case of Alafeshat and Tanova (2019), who determined that servant leadership positively impacts organizational performance through employee satisfaction and retention in Jordan. Likewise, Batool et al. (2022) demonstrated that servant leadership has positive effects on organizational performance in Malaysian hotels. Therefore, organizations that implement servant leadership will achieve better levels of performance because they will have more motivated and committed employees. In the case of collaborative leadership, Hsieh and Liou (2018) demonstrated that this leadership style positively impacts the performance results of organizations in Taiwan. Similarly, Choi et al. (2017) found that collaborative leadership has a positive impact on organizational-level performance in Korean insurance and financial companies. In this way, tourism organizations that implement collaborative leadership practices achieve better levels of performance.

Not enough evidence was found to affirm that servant leadership positively affects social capital, perhaps because it is a more individual leadership style. However, results of a positive influence of collaborative leadership on social capital were found. Moscardo et al. (2017) determined that leadership is a fundamental factor for the creation of social capital in the context of tourist destinations. Salas et al. (2020) concluded that, in the health sector, collaborative leadership is an important predictor of social capital. Therefore, collaborative leadership is essential for the creation of social capital in organizations that manage the tourism sector.

It has also been shown that social capital explains positively and significantly the performance of organizations. As demonstrated by Singh et al. (2021), social capital significantly influences organizational performance in service companies in the United Arab Emirates. Ooi et al. (2023) found that social capital allows for improving performance levels in Malaysian companies. It is argued that social capital contributes substantially to improving the performance levels of organizations that operate in the tourism sector.

The results indicate that social capital fully mediates the relationship between servant leadership and organizational performance and partially mediates the relationship between collaborative leadership and organizational performance. In the same sense, Salas et al. (2020) indicated that social capital is a mediator between collaborative leadership and organizational performance in health services. In addition, Zhang et al. (2020) found that social capital plays a mediating role in supplier interaction and the performance of small businesses in China, confirming that leadership does not always directly impact performance. However, this relationship is mediated by social capital in tourism organizations since it allows the creation of real and potential resources integrated into networks, norms, and relationships of trust that allow the effective achievement of collective objectives (Hidalgo et al., 2024).

This paper provides contributions to the field of local tourism organizations, strategic management, and business collaboration. It addressed the mediation of social capital in leadership styles on organizational performance, which, to date, has been studied very sparsely. Moreover, it provided insight into the relationship between collaborative leadership and organizational performance in the tourism sector. It contributes with greater insights and strategies to address this poorly explored knowledge gap. By implementing servant and collaborative leadership styles, companies will achieve better performance levels, which will be enhanced if the levels of social capital in small organizations are strengthened. It allows cooperation and good will among those who integrate social groups, thus generating value for the members, internal groups, and a broader network (Coleman, 1988).

Although there are several studies that addressed the relationship between servant leadership and performance (Batool et al., 2022; Liden et al., 2014), studies of the leadership relationship are scarce. There is also little research on social capital and performance, making this study the first empirical exploration that relates all four variables. It is believed that these leadership styles when implemented in small organizations, will allow higher levels of performance. By applying social capital development strategies, the effects

of collaborative leadership will be enhanced, allowing organizations to obtain better levels of performance.

Furthermore, small organizations in emerging environments have not yet managed to obtain adequate performance levels (Kumar & Ekka, 2024). This study can allow decision-makers to implement servant and collaborative leadership practices to increase their performance levels, thus achieving greater commitment from their workers and obtaining internal and external collaboration with other organizations to share resources and capabilities that others have already developed. It can also contribute to the construction of social capital to place positions and share experiences between organizations that pursue the same objective. The analysis is guided by the theory of social learning and behavior, which allows through pairing, learning by observation, imitation, and identification with the leader and with the best experiences to obtain better achievements, for oneself and for one's organization. These results could

be applied in other sectors that are related to services and in small organizations, mainly in emerging economies, since Peru is a country considered a tourist destination to visit worldwide.

Next, the study has several limitations. The data were obtained through Likert-type scales and self-reported by people who manage the organizations. Future research can implement other strategies, such as interviews, which allow for a more in-depth understanding of the theoretical relationships addressed here. All variables were addressed in a unidimensional manner; however, future research can investigate them at the dimensions level to catch their potential. On the other hand, this investigation was carried out in small tourism operating companies and in a specific country, such as Peru. Future research can be implemented in large organizations and at the level of several countries. Furthermore, it is necessary to include other variables in the theoretical relationships, such as other leadership styles, to measure the mediating effect of social capital.

CONCLUSION

This study examined the influence of servant and collaborative leadership styles on organizational performance, mediated by social capital. The results indicate that servant and collaborative leadership significantly influence organizational performance. Likewise, collaborative leadership significantly affects social capital. Furthermore, social capital significantly influences the performance of organizations. Moreover, social capital fully mediates the relationship between servant leadership and organizational performance and partially mediates the relationship between collaborative leadership and organizational performance.

Support was achieved for most of the proposed hypotheses, but no evidence was found to prove the influence of servant leadership on social capital. Decision-makers of small tourism organizations are recommended to implement the servant leadership style because it allows greater worker commitment. In addition, they must implement collaborative leadership at an inter-organizational level since it will allow for establishing and achieving joint objectives with other organizations in the same field. In addition, social capital strategies will allow them to create bridges and expand their networks for better management of organizations.

AUTHOR CONTRIBUTIONS

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APPENDIX A

Table A1. Factor loadings of the items

Latent variables	Items	Standardized factor loadings
Servant leadership (SL)	SL1_ The leader can tell if something related to the work is going wrong.	0.82***
	SL2_ The leader makes professional/work development a priority.	0.85***
	SL3_ The worker would seek the leader's help if he had a personal problem.	0.72***
	SL4_ The leader emphasizes the importance of giving back to the community.	0.74***
Collaborative leadership (CL)	CL1_ The leader seeks various resources within the organization and from other sectors (state, business, social).	0.89***
	CL2_ The leader creates channels for exchanging resources internally and externally.	0.83***
	CL3_ The leader directs and encourages his collaborators to participate and achieve the daily activities of the organization.	0.81***
	CL4_ The leader generates a good work environment, motivates, communicates, and creates consensus with his coworkers.	0.75***
	CL5_ The leader promotes the formulation of the vision, policies, and shared values for the organization.	0.79***
	CL6_ The leader makes the organization work well.	0.70***
	CL7_ The leader promotes innovation in the different activities of the organization.	0.80***
Share capital (SC)	SC1_ In the tourism sector, there are community workdays.	0.77***
	SC2_ In the tourism sector, there are frequent volunteer activities.	0.82***
	SC3_ In the tourism sector, we participate in various associations or unions in the sector.	0.80***
Organizational performance (OP)	OP1_ The profitability of my organization has increased in the last two years.	0.83***
	OP2_ My organization's market share has increased in the last two years.	0.82***
	OP3_ My organization's sales volume has increased in the last two years.	0.92***
	OP4_ My organization's customer satisfaction has increased in the last two years.	0.72***
	OP5_ My organization's customer loyalty has improved over the past two years.	0.79***

Note: *** $p < 0.01$.