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**TESIS DOCTORAL**

**Un análisis de la relación entre el liderazgo directivo con la proactividad y el  
compromiso de los empleados en el sector hotelero**

**MENCIÓN DE DOCTORADO INTERNACIONAL**

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**Es la posibilidad de tener un sueño hecho realidad**

**lo que hace que la vida sea interesante**

**(Paulo Coelho)**





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# CAPÍTULO 1. INTRODUCCIÓN

## *Introducción*

El turismo se ha convertido en un bien de primera necesidad para buena parte de los ciudadanos de los países desarrollados, dando lugar a que la actividad turística haya crecido de manera continuada en los últimos años convirtiéndose el sector turístico en una industria de primer orden a nivel mundial (Koc y Boz, 2014). Tal ha sido el desarrollo de esta industria que son muchas las iniciativas empresariales que se crean continuamente haciendo que haya una alta competitividad entre las empresas que operan en el sector. Las empresas hoteleras son un subsector clave dentro de la industria turística, pues el alojamiento constituye un elemento imprescindible del paquete turístico o el viaje por motivos de negocio. El atractivo del sector ha provocado la apertura de numerosos establecimientos hoteleros generando una alta competitividad entre los mismos. Además, la proliferación en los últimos años de productos sustitutos, como los apartamentos turísticos popularizados a través de plataformas como Airbnb, entre otras, ha restado cuota de mercado a la industria hotelera incrementando la competitividad entre las empresas del sector. Así pues, las empresas hoteleras

operan en un sector caracterizado por una alta competitividad (Ottenbacher y Gnoth, 2005) donde la satisfacción del cliente constituye una de las claves del éxito de las mismas (Horng et al., 2016).

La actividad desarrollada por estas empresas presenta unas singularidades que dificultan la prestación del servicio y la satisfacción del cliente. Estas empresas se encuentran ante un servicio intangible, un cliente cada vez más experimentado y exigente, y una fuerte interacción entre trabajador y cliente durante la prestación del servicio. Estas particularidades del servicio hotelero provocan situaciones impredecibles y en algunos casos conflictivas (Kang et al., 2020; Kim et al., 2020) que requieren de una respuesta inmediata y creativa por parte de los trabajadores que se encuentran en contacto con el cliente.

En este marco de prestación de servicios, los empleados se van a enfrentar a situaciones que no están contempladas en los protocolos o procesos de trabajo y que requieren de una cierta actitud del trabajador para ir más allá de lo establecido formalmente en su puesto de trabajo junto a una toma de decisiones rápida y eficaz para dar solución a los múltiples y variados problemas que puedan surgir. Así, por un lado, se necesita que los trabajadores en contacto con el cliente tengan iniciativa para la búsqueda de soluciones creativas e imaginativas a los problemas surgidos, es decir, una actitud proactiva, y por otro lado, se necesitan empleados comprometidos con su trabajo y que muestren esa predisposición a implicarse con la organización y la satisfacción del cliente. Por tanto, en este contexto, el comportamiento de los empleados es esencial para el correcto desarrollo de las operaciones de prestación del servicio y solución de contingencias debido a que ellos son los responsables del contacto y la comunicación directa con el cliente (Grobelna y Marciszewska, 2013; Lu et al., 2016).

No obstante, no puede esperarse que el comportamiento de los empleados fluya como si nada, sino que hay que entender los factores que pueden incidir en él. El liderazgo de los directivos juega un papel importante en la conducta de los trabajadores ya que son los responsables de delegarles el trabajo y guiar su comportamiento (Powell y Watson, 2006). La literatura sobre liderazgo ha analizado diferentes estilos del líder, así como diferentes rasgos de personalidad y su impacto en el desempeño de la organización (Hobman et al., 2011). Para

entender cómo los trabajadores desarrollan un comportamiento adecuado y coherente con las particularidades del servicio hotelero, hay que comprender qué estilos de liderazgo y qué rasgos de personalidad de los mismos son los más coherentes con un comportamiento caracterizado por una actitud proactiva y una conducta de compromiso con la organización, comportamientos que tendrán su reflejo en un extra rol de servicio que permita dar respuesta a las necesidades de los clientes y satisfacerlos. Además, no solo hay que entender los estilos de liderazgo y características del líder, sino la interacción que se produce entre el directivo y su subordinado, pues la literatura actualmente viene considerando el efecto conjunto de directivo y subordinado y la interacción de la personalidad del subordinado con los estilos y rasgos del directivo (Bastardo y Van Vugt, 2018).

Así pues, dada la importancia que tiene para el sector hotelero el comportamiento de los empleados en la satisfacción del cliente, es una necesidad entender cómo a través del líder podemos influir en el desarrollo de comportamientos positivos de los trabajadores que den respuesta rápida y creativa a los problemas planteados por los clientes. Por tanto, el presente estudio tiene como objetivo principal analizar la influencia del liderazgo directivo sobre el comportamiento de los trabajadores y así mejorar la satisfacción del cliente.

### ***1.1. Marco general de la tesis doctoral***

Esta tesis se centra en el sector hotelero ya que éste siempre ha tenido dificultades para tener empleados proactivos y comprometidos que puedan tomar decisiones para solucionar problemas (Barron, 2008) y satisfacer al cliente. El sector hotelero presenta para los empleados pocas oportunidades de crecimiento profesional, salarios bajos y horas de trabajo antisociales (Johnson y Park, 2020). Es por ello que este trabajo estudia cómo los estilos y rasgos del líder pueden incentivar a los trabajadores del sector para que éstos estén dispuestos a desarrollar conductas proactivas y comportamientos positivos orientados a la satisfacción del cliente como pueden ser el compromiso con la tarea y el extra rol de servicio.

Debido a la importancia del desempeño de los empleados de primera línea en la industria hotelera, académicos y profesionales han intentado determinar sus

predictores desde hace mucho tiempo. Entre las diferentes variables investigadas en la literatura, se ha identificado ampliamente el comportamiento de los supervisores como una variable clave que afecta al desempeño de los empleados de primera línea. En negocios orientados al servicio y a las personas, como es la industria hotelera, el éxito de la organización depende en gran medida del papel de los directivos (Terglav et al., 2016), ya que influyen en las emociones, actitudes y comportamientos de los empleados (Avolio et al., 2004) y en la forma en que interactúan con los clientes (Wallace et al., 2013).

Las teorías de liderazgo han enfatizado en la importancia de los líderes para desarrollar actitudes positivas de los empleados hacia el trabajo y mejorar su participación personal y su productividad (Hobman et al., 2011), mientras que los investigadores centrados en la personalidad han estudiado los rasgos de personalidad de los empleados que predecirían su desempeño (Wang et al., 2017). Parece que los dos grupos de investigadores, liderazgo y personalidad, pertenecen a dos campos diferentes y realizan investigaciones distintas sobre el desempeño (Frieder et al., 2018). No obstante, los investigadores han comenzado recientemente a reconocer que los seguidores y los líderes son siempre indivisibles porque no puede haber líderes sin seguidores (Bastardo y Van Vugt, 2018). En consecuencia, los investigadores de la personalidad exploran a los seguidores como agentes causales que controlan y mejoran su desempeño teniendo en cuenta los efectos del liderazgo (Frieder et al., 2018), mientras que los investigadores del liderazgo exploran la influencia del líder en el desempeño con la consideración de los roles moderadores de las personalidades de los empleados (Buil et al., 2019). No obstante, los investigadores no han considerado a los líderes y empleados como impulsores conjuntos que inducen resultados positivos (Howell y Shamir, 2005). Este estudio aborda esa brecha de investigación y analiza aquellos rasgos del líder que fomentan una congruencia o ajuste de comportamientos, así como la influencia que tiene la interacción de los estilos de liderazgo con la auto percepción de los subordinados sobre la conducta de ellos mismos.

Los estudios basados en el comportamiento de los trabajadores han tratado diferentes aspectos, entre los que destacamos dos por su alto impacto en una conducta de extra rol de servicio por parte de los empleados, esto es, la

personalidad proactiva y el compromiso de los trabajadores. La proactividad ha surgido como un tema de interés entre los investigadores y profesionales en los últimos años (Campbell, 2000; Thomas et al., 2010), donde el estudio de la proactividad ha pasado de ser una novedad a ser una necesidad en muchas organizaciones modernas, dinámicas y globales (Cascio y Aguinis, 2005; Den Hartog y Belschak, 2007, Thomas et al., 2010) como es el caso de la industria hotelera. A medida que el mundo empresarial se vuelve cada vez más incierto, ya no es suficiente con que los empleados completen las tareas asignadas, sino que ahora el éxito y la supervivencia de la organización dependerá de la proactividad de sus miembros, esto es, de la acción anticipada que toman los empleados para tener un impacto en sí mismos o en el entorno (Grant et al., 2009). La literatura ha mostrado amplia evidencia de la importancia de la proactividad sobre las organizaciones como muestra el meta análisis de Thomas et al. (2010) que reveló correlaciones significativas entre personalidad proactiva y desempeño laboral, compromiso organizacional afectivo, satisfacción laboral y redes sociales. No obstante, la investigación ha demostrado que la respuesta proporcionada por los líderes a la proactividad de los empleados es clave para sus resultados laborales. Por ello, es importante examinar aquellos rasgos del líder que pueden fomentar la congruencia o ajuste entre las personalidades proactivas de los empleados y los líderes, en lugar de mirar solo a las personalidades proactivas de los empleados.

Las investigaciones sobre el compromiso de los trabajadores han sido un tópico de interés en las últimas décadas y sigue siendo un tema extremadamente relevante y contemporáneo (Karatepe y Karadas, 2015). Los empleados comprometidos con su trabajo tienden a invertir sus recursos físicos, cognitivos y emocionales para realizar bien sus tareas, mientras que los empleados no comprometidos no están dispuestos a hacerlo (Kahn, 1990). Los estudios empíricos sugieren que el compromiso laboral se relaciona positivamente con el desempeño de los trabajadores (Bakker et al., 2012), incluso en la industria hotelera (Karatepe et al., 2014). Dada la importancia del compromiso del trabajador sobre el desempeño de las organizaciones, la literatura ha analizado la relación entre estilos de liderazgo y el compromiso del trabajador destacando el liderazgo empoderante como uno de los estilos que impacta positivamente en el compromiso de los empleados (Huertas-Valdivia et al, 2019). No obstante, como



se ha indicado anteriormente, es necesario entender la interacción entre el líder, en este caso su conducta viene reflejada a través de un estilo de liderazgo, y el subordinado. No puede obviarse que los trabajadores tienen su propia personalidad y su propia forma de entender las interacciones con otros sujetos. Así pues, es necesario comprender si la interacción entre la personalidad del trabajador y el liderazgo empoderante va a tener alguna influencia sobre el compromiso del trabajador. Por este motivo, es necesario profundizar en el estudio del efecto que tiene el comportamiento del líder sobre el del subordinado y su consiguiente repercusión en un extra rol de servicio.

Así pues, esta tesis doctoral analiza cómo las características y rasgos de personalidad del supervisor influyen en el comportamiento del trabajador y cómo la interacción entre el estilo de liderazgo y la auto percepción del trabajador influye en su compromiso con la tarea.

## ***1.2. Delimitación del tema objeto de estudio***

La resolución eficaz de problemas por parte de los empleados dentro del sector hotelero es clave para la satisfacción del cliente. Con respecto a la actividad turística en general y el sector hotelero en particular, hay que tener en cuenta que dicha actividad consiste en un servicio que tiene un alto componente emocional, pues el viajero deposita mucha ilusión y expectativas en un viaje que puede que lleve meses preparando y soñando con él, y que además tiene un alto coste económico, pues incluye desplazamientos, alojamiento, manutención, actividades de ocio, etc. La actividad turística es un servicio y, como tal, hay considerar sus características, es decir, intangibilidad, carácter perecedero, simultaneidad en la prestación y recepción del servicio, no almacenabilidad, entre otras. La existencia de problemas durante la recepción del servicio se va a evidenciar en tiempo real y va a tener un coste emocional y económico muy alto para el turista afectando a su satisfacción. La proliferación de las redes sociales y la facilidad de acceso a las mismas permite a los clientes comentar la experiencia sufrida en tiempo real a una gran cantidad de usuarios afectando así a la imagen de los establecimientos pudiendo impactar negativamente en sus resultados empresariales. Por todo ello, resulta muy importante, primero, que no surjan problemas, y segundo, que, en caso de surgir, estos sean resueltos con rapidez y de la mejor manera posible. A

pesar de los numerosos estudios que abordan la satisfacción del cliente, hay que profundizar en el conocimiento de cómo puede impactar la conducta del trabajador en la resolución de problemas no estandarizados y la consiguiente satisfacción del cliente.

El sector hotelero se caracteriza por el gran tamaño que tienen la mayoría de sus organizaciones y, evidentemente, por la dispersión geográfica de sus instalaciones. La teoría organizacional nos indica que cuanto mayores son las organizaciones, mayor es la tendencia a formalizar el comportamiento de sus integrantes (Mintzberg, 2005). Esta formalización supone varias ventajas en este caso. Por un lado, permite establecer un cierto control y seguimiento sobre el comportamiento de los empleados, y por otro, ayuda a establecer una imagen de marca uniforme, así como garantizar que el cliente va a recibir siempre el mismo trato y servicio sea cual sea el establecimiento en el que éste se encuentre. La formalización del puesto de trabajo es lo que constituye el denominado “in role” del trabajador, y se corresponde con la descripción formal del puesto. Esta situación, entra en contradicción con la necesidad apuntada anteriormente de que el individuo sea capaz de dar una solución rápida a los problemas que puedan plantearse durante la prestación del servicio, lo cual requiere de un comportamiento que vaya más allá de lo establecido en sus protocolos de trabajo. Esta actitud de ir más allá para dar respuesta al cliente y satisfacerlo es lo que se denomina “extra rol de servicio” (Bettencourt y Brown, 1997). Académicos y profesionales del sector han entendido que el extra rol de servicio es clave para la resolución de situaciones imprevistas y conflictivas (De Jong y De Ruyter, 2004). Los empleados que actúan más allá de los límites formales de sus roles y ofrecen un desempeño de extra rol se han convertido en un elemento importante en la gestión de la excelencia del servicio en las industrias de servicios. Esto ha animado a muchos investigadores a retomar los estudios que examinan los comportamientos de extra rol de los empleados en los entornos hoteleros (Chiang y Hsie, 2012). Así pues, este trabajo trata de analizar los factores que pueden favorecer el desarrollo de un extra rol de servicio por parte del trabajador.

La literatura ha analizado la influencia que desempeña el líder sobre el extra rol. Por ejemplo, Hui et al. (1999) e Ilies et al. (2007) han demostrado que el

supervisor inmediato puede influir en el desempeño de un extra rol de los empleados, Raub y Robert (2010) han identificado el liderazgo empoderante como un antecedente del extra rol de servicio, pues el líder empoderante alienta a los trabajadores a desarrollar tareas más allá de sus roles, y MacKenzie et al. (2001) señalan que el liderazgo transformacional es uno de los estilos de liderazgo más efectivos para alentar comportamientos positivos dentro y fuera del rol de los empleados. Pese al impacto que la literatura ha mostrado que tiene el liderazgo sobre el extra rol, es necesario comprender más esa relación pues a veces la actitud del líder no es suficiente para explicar por qué el trabajador está dispuesto a ir más allá de las tareas contenidas en su puesto de trabajo. Por tanto, es necesario entender si existen otras variables que puedan influir en que se produzca dicho extra rol.

Hay dos conductas de los trabajadores que están fuertemente asociadas con un extra rol de servicio, como son la proactividad y el compromiso con el trabajo. Investigaciones previas han identificado la personalidad proactiva como uno de los rasgos de personalidad más importantes que fomentan los comportamientos dentro y fuera del rol de los empleados (Bakker et al., 2012; Crant, 2000; Fuller y Marler, 2009; Thomas et al., 2010), pues la personalidad proactiva y el extra rol de servicio comparten un enfoque en comportamientos que van más allá de los requisitos de los roles directos. Debido a que los empleados proactivos están dispuestos a buscar activamente oportunidades para ayudar a sus organizaciones y participar en actividades que se extiendan más allá de las responsabilidades formales, se ha propuesto la existencia de una relación entre la personalidad proactiva y el extra rol (Campbell, 2000; Crant, 2000). Así, los empleados con personalidades proactivas están más motivados para tomar la iniciativa de contribuir con la organización, lo que probablemente aumentará su disposición a realizar contribuciones discrecionales en forma de extra rol. Con respecto al compromiso sucede algo similar y éste se relaciona estrechamente con varios resultados positivos como la satisfacción laboral, la menor intención de rotación y el rendimiento (Schaufeli y Bakker, 2004). Concretamente Buil et al. (2019) indican que los empleados comprometidos con el trabajo tienen un mejor desempeño y demuestran comportamientos de extra rol de servicio.

Dada la importancia de ambas conductas, la literatura sobre liderazgo ha estudiado la influencia del líder sobre la proactividad y el compromiso de los empleados realizando importantes contribuciones. No obstante, se observa una brecha en la literatura al observar que hay rasgos del líder, como es el caso de la humildad, sobre los que no se ha estudiado cómo puede influir en la conducta de sus subordinados, y hay estilos de liderazgo muy relevantes en el sector hotelero, como es el liderazgo empoderante, sobre el que no se ha estudiado cómo influyen otras conductas de los subordinados. Si bien la literatura ha mostrado una relación positiva entre el liderazgo empoderante y la proactividad y el compromiso, la literatura también ha mostrado que hay factores contextuales que influyen en dicha relación, siendo necesario estudiarlos y entender cómo podrían influir. Prácticas de gestión de moda, como es el mindfulness, debe ser tomada en cuenta y ver en qué medida esta práctica puede reforzar o no los efectos del liderazgo empoderante en un contexto donde la actitud proactiva de los trabajadores resulta vital para el desempeño de la organización. Y, por otro lado, la literatura habla de condiciones limitantes que podrían influir en los efectos del estilo del liderazgo empoderante y que no han sido estudiados en el sector hotelero, como es la existencia de una auto percepción más o menos independiente por parte de los trabajadores.

### ***1.3. Objetivos de la investigación***

La delimitación del tema objeto de estudio permite identificar el objetivo que el presente trabajo pretende conseguir. El propósito principal de esta tesis doctoral es el de analizar cómo el directivo influye en el comportamiento de los empleados para que éstos desarrollen un extra rol de servicio que satisfaga las necesidades del cliente. Para ello, se identifican aquellos estilos y rasgos de liderazgo que se relacionan con conductas de los trabajadores que influyen positivamente sobre el extra rol de servicio. Además, se analiza la interacción y el efecto conjunto de las características de los líderes y las características de sus subordinados.

En términos generales, este trabajo de investigación pretende dar respuesta a los siguientes interrogantes:

1. ¿Cómo influye la humildad del líder en la congruencia en la proactividad del líder y subordinado?
2. ¿Cómo influye el liderazgo empoderante en la proactividad y el compromiso del subordinado?

Al dar respuesta a estas dos preguntas logramos profundizar en el conocimiento sobre el efecto que tiene el liderazgo directivo sobre la proactividad y el compromiso de los trabajadores y su consiguiente efecto sobre el extra rol de servicio y la satisfacción del cliente.

Una vez acotado el objeto de estudio de este trabajo, se formulan tres objetivos específicos que serán tratados en sus correspondientes capítulos.

En el capítulo segundo, el objetivo es estudiar el papel que ejerce la humildad del líder sobre la congruencia en la proactividad de directivo y subordinado y su consiguiente impacto en la identidad compartida con el cambio y sus efectos sobre el extra rol de servicio al cliente.

En el capítulo tercero, el objetivo es estudiar cómo influye el mindfulness de los subordinados en la relación entre el liderazgo empoderante y la proactividad del trabajador y su impacto sobre el extra rol de servicio.

En el capítulo cuarto, el objetivo es estudiar el papel que ejerce la auto percepción independiente o interdependiente del subordinado sobre su compromiso con el trabajo al interactuar con un líder empoderante y su influencia sobre el compromiso del trabajador.

### ***1.3.1. Identificación de la humildad como antecedente de la congruencia en la proactividad empleado-directivo***

Estudios previos se han centrado en analizar el efecto que tiene el liderazgo sobre el desempeño de la organización o el comportamiento de los subordinados sobre el desempeño de la organización. La proactividad de los líderes y de los subordinados ha sido tratada en la literatura y ha tenido cada vez más importancia en contextos como los actuales caracterizados por una alta dinamicidad. Sin embargo, el análisis conjunto de actitudes proactivas de supervisores y subordinados es muy limitado. Por ello, en el capítulo segundo de este trabajo, una

de las preguntas de investigación a las que se quiere dar respuesta es sí existen rasgos de personalidad de los directivos que podrían favorecer este ajuste o congruencia con respecto a la proactividad de supervisores y subordinados.

La literatura sobre rasgos ha hecho hincapié en la importancia de la humildad del líder por sus efectos sobre el comportamiento de los subordinados y el desempeño de la organización (Owens et al., 2013). La humildad de los directivos es un predictor de actitudes y desempeños positivos de los empleados (Owens et al., 2013). La humildad en un directivo es importante porque le permite conocer mejor las habilidades, cualidades y debilidades de sus empleados (Morris et al., 2005) y ésta le permite al directivo actuar y ayudar a sus empleados en los temas que desconocen en su trabajo (Shein, 2013), en otras palabras, cuanto más humilde es un directivo es más probable que exista información compartida, además de una toma de decisiones conjunta y que se genere en el empleado una iniciativa por aprender cosas nuevas (Ou et al., 2018). Basándonos en la teoría del aprendizaje social teorizamos que los líderes humildes favorecerán la congruencia o ajuste entre las personalidades proactivas de los empleados y los líderes.

Ciertamente la literatura ha señalado la existencia de elementos compartidos entre la personalidad proactiva y el extra rol de servicio, ambos suponen una actitud orientada para ir más allá de lo establecido formalmente. No obstante, el ajuste en la personalidad proactiva de supervisores y subordinados, solo nos indica la existencia de una actitud común para ir más allá de lo establecido en beneficio de la organización, lo cual no quiere decir que esa actitud tenga su reflejo en el extra rol. Por ello, es necesario avanzar en el conocimiento de esa relación y así teorizamos que la congruencia de personalidades proactivas tendrá su reflejo en un extra rol de servicio cuando además de dicha congruencia se dé una identidad compartida entre supervisor y subordinado con el cambio.

Por tanto, el capítulo segundo de este trabajo de investigación tiene como principal pretensión analizar el papel que ejerce la humildad del líder sobre la congruencia en la proactividad de directivo y subordinado y su consiguiente impacto en la identidad compartida con el cambio y los efectos sobre el extra rol de servicio al cliente.

### ***1.3.2. Análisis de la influencia del mindfulness sobre la proactividad de los empleados***

La literatura ha destacado la importancia de los estilos de liderazgo para el cumplimiento de las metas en la organización (Druskat y Wheeler, 2003). En el sector hotelero uno de los estilos de liderazgo más destacados ha sido el liderazgo empoderante (Huertas-Valdivia et al., 2019), a través del cual el líder proporciona al empleado el apoyo necesario para que pueda gestionar responsabilidades adicionales de una manera efectiva (Ahearne et al., 2005). Un líder empoderante va a proporcionar autonomía a sus trabajadores aspecto este que va a influir positivamente en el desarrollo de comportamientos proactivos por parte de sus subordinados (Srivastava et al., 2006). La imperante necesidad de que los empleados del sector hotelero desarrollen conductas proactivas que incidan en comportamientos adicionales a los formalmente establecidos ha aumentado el interés por estudiar qué factores pueden incidir en dicho comportamiento proactivo.

Recientemente, la literatura ha colocado su interés en prácticas que puedan inducir a los trabajadores a obtener un mayor rendimiento. El mindfulness es un rasgo que se asocia con numerosos beneficios en el lugar de trabajo y en el desempeño laboral (Glomb et al., 2012; Levy et al., 2012; Mesmer-Magnus et al. 2017), ya que mejora los niveles de energía de los empleados. No obstante, la literatura ofrece resultados contradictorios que lleva a autores como Dane (2011) a indicar que es apresurado asumir que la aplicación del mindfulness es beneficioso para todo, dependiendo sus beneficios del contexto en el que se desarrolle. A priori parece existir una contradicción en ambos constructos ya que, por un lado, el mindfulness supone una atención plena al momento presente (Bowlin y Baer, 2012) no permitiendo que nada nos distraiga, y por otro lado, la proactividad es una orientación al futuro para introducir cambios (Parker et al. 2010) que requiere de lo que se llama la deambulación mental.

Por tanto, el capítulo tercero de este trabajo de investigación tiene como principal objetivo analizar el efecto que tienen las prácticas de mindfulness sobre la proactividad de los trabajadores en un contexto de liderazgo empoderante.

### ***1.3.3. Análisis del liderazgo empoderante en empleados con auto percepción independiente y auto percepción interdependiente y su influencia en el compromiso y el extra rol***

El sector hotelero siempre ha tenido dificultades para tener empleados capacitados, motivados y comprometidos que puedan tomar decisiones para solucionar problemas y cumplir las promesas de servicio que estas organizaciones hacen a sus actuales y potenciales clientes (Barron, 2008). Los empleados comprometidos con la tarea están dispuestos a invertir esfuerzos en sus trabajos y hacer actividades que vayan más allá de sus obligaciones, lo que se conoce como extra rol (Demerouti et al., 2015). Por eso, es importante aplicar un estilo de liderazgo adecuado que fomente en los empleados un compromiso hacia su trabajo (Wu y Chen, 2015).

Uno de los estilos de liderazgo más aconsejables para incentivar el compromiso con la tarea es el liderazgo empoderante, porque alienta a los empleados a experimentar un alto nivel de energía y significado en su trabajo, surgiendo el compromiso con mayor facilidad, ya que cuando los empleados trabajan con un alto nivel de energía y se identifican fuertemente con su trabajo exploran un compromiso en términos de interacción entre el yo y su persona (Schaufeli y Bakker, 2004).

En la relación entre el liderazgo empoderante y el compromiso de los trabajadores hay resultados contradictorios, encontrando algunos autores una relación positiva y otros una relación negativa. Algunos autores apuntan a la existencia de condiciones limitantes en el lugar de trabajo como una posible explicación de dichos resultados contradictorios. La auto percepción del trabajador constituye un factor limitante que influiría en dicha relación. Así, esta investigación aborda una perspectiva que no se ha analizado anteriormente y es que antes de aplicar un estilo de liderazgo se debe considerar el perfil de personalidad del empleado, ya que un empleado puede presentar un perfil con una auto percepción independiente, en el cual el empleado siente la necesidad de separarse de los demás para formar sus comportamientos en base de sus propios pensamientos y sentimientos (Wei et al., 2012), o también puede presentar un perfil con auto percepción interdependiente que se basa en una autodefinición



basada en la idea de una persona no tan separada de un contexto social pero más conectada y menos diferenciada de los demás (Markus y Kitayama, 1991).

Por tanto, el cuarto capítulo de este trabajo de investigación tiene como principal objetivo analizar el efecto que tiene la interacción entre el liderazgo empoderante y la auto percepción independiente o interdependiente de los subordinados sobre el compromiso de los trabajadores con la tarea y su consiguiente impacto en el extra rol de servicio.

#### ***1.4. Estructura del trabajo de investigación***

La siguiente tesis doctoral está compuesta por cinco capítulos que se agrupan en tres grandes bloques. El primer bloque abarca la introducción de dicho trabajo y está formado por un solo capítulo (Capítulo 1). En el segundo bloque se encuentra el cuerpo central de esta tesis doctoral en el que se enmarcan los tres trabajos de investigación específicos que la forman, este bloque está compuesto por un capítulo por cada trabajo de investigación específico (Capítulos 2, 3 y 4). El tercer bloque se corresponde con la conclusión de este trabajo de investigación y está compuesto por un capítulo (Capítulo 5).

En el capítulo 1 se realiza la introducción del tema de investigación, el objeto de estudio: la influencia de los estilos de liderazgo sobre el comportamiento de los empleados que trabajan en el sector hotelero. Para ello, se realiza un repaso sobre la evolución científica de determinados conceptos y teorías que han podido influir en la construcción de la conceptualización del fenómeno actual. Por otra parte, en este capítulo también se realiza la delimitación teórica de los constructos tratados. También se menciona de manera general cuales son los antecedentes y consecuencias de los constructos utilizados en esta tesis.

En este primer capítulo de introducción se destaca el interés actual por desarrollar un mayor conocimiento sobre los comportamientos de los trabajadores que pueden proporcionar un extra rol de servicio al cliente que dé respuesta a las necesidades y contingencias planteadas por los clientes en un contexto altamente competitivo. Por otro lado, también se destaca la importancia de incidir en una mayor comprensión sobre cómo los estilos y rasgos de los líderes podrían afectar a los comportamientos de los empleados de primera línea. En este capítulo también

se plantea el propósito de la investigación, planteando una serie de objetivos generales y específicos, para este caso se plantea una posible relación de los estilos de liderazgo con los comportamientos de los trabajadores. Finalmente se justifica el interés académico y empresarial que presentan los resultados de esta investigación.

En el capítulo 2 se analizan los antecedentes y consecuencias de la proactividad en empleados que trabajan en el sector hotelero, tal y como describe el título del capítulo “Bringing leader humility to proactivity in the hospitality sector”. Se utiliza PLS para evaluar el modelo de medida, analizando la confiabilidad y validez del constructo y luego evaluando el modelo estructural a través del análisis de las hipótesis. Debido a la naturaleza reflexiva de los constructos, se utilizan estimadores consistentes (PLSc). Se incluyen 4999 submuestras en el algoritmo PLS para evaluar el nivel de significación y se siguen los estándares más recientes y actualizados del método de acuerdo con la guía publicada recientemente en (Benitez et al., 2020). Este proceso muestra que la humildad del líder influye positivamente en la congruencia en la proactividad entre superiores y subordinados en el sector hotelero, lo cual a su vez favorece al desarrollo de una identificación compartida y comportamientos de extra rol. Se pone de relieve los antecedentes que favorecen al desarrollo de la proactividad entre empleados y directivos y a su vez como influye en una serie de variables importantes a considerar en temas de administración y recursos humanos para garantizar el manejo exitoso de las organizaciones hoteleras. Por otra parte, se destacan también implicaciones para la práctica empresarial, las cuales, podrían ser de gran utilidad para los directivos del sector hotelero que desean saber cómo incentivar la proactividad de sus empleados y mejorar así el desempeño laboral.

En el capítulo 3 titulado “Influence of mindfulness on hospitality workers’ proactive personality” se explora mediante el análisis de datos, utilizando el software Statistical Package for the Social Sciences (SPSS), versión 24, ya que este software facilita la recolección y organización de datos; y el paquete de software estadístico EQS 6.1 para confirmar la confiabilidad y validez de los instrumentos de medición. Para probar las relaciones propuestas se utilizó análisis de regresión con la macro PROCESS para SPSS (Hayes, 2013) con 10.000

muestras basado en el método bootstrap corregido por sesgo con un intervalo de confianza del 95%. Este estudio contribuye a conocer mejor el liderazgo empoderante como antecedente de la personalidad proactiva. Esta investigación analiza los efectos del liderazgo empoderante en la personalidad proactiva y a su vez como influye en el desarrollo de comportamientos positivos como el extra rol de servicios. Esta investigación contribuye con el análisis de una perspectiva que no se ha analizado antes, como la presencia del mindfulness modera la relación entre un liderazgo empoderante y la personalidad proactiva. Finalmente, la aportación que realiza esta investigación en especial en el ámbito empresarial, demuestra qué estilo de liderazgo deben aplicar los directivos para incentivar la personalidad proactiva en el sector hotelero.

El capítulo 4 se denomina “Effects of empowering leadership under boundary conditions in the hospitality industry”. En este capítulo se analiza inicialmente la relación de liderazgo empoderante con el compromiso. Posteriormente se explora la interacción entre la auto percepción independiente del trabajador y el liderazgo empoderante, y su relación con el compromiso y el extra rol. Además, también se explora otra perspectiva que es la interacción entre la auto percepción interdependiente del trabajador y el liderazgo empoderante y su relación con el compromiso y el extra rol. Se analiza así la relación del liderazgo empoderante con las auto percepciones independientes e interdependientes de los trabajadores y los efectos en el compromiso que van a influir en los comportamientos de extra rol en los empleados del sector hotelero. En este capítulo se utiliza PLS para probar el modelo propuesto ya que PLS es una técnica apropiada para este estudio por las siguientes razones. Primero, PLS proporciona estimaciones consistentes para evaluar el ajuste del modelo (Henseler et al., 2016). En segundo lugar, esta investigación se compone de medidas reflexivas que pueden estimarse consistentemente con PLS al corregir la atenuación en la construcción correlaciones de valores usando un método llamado PLSc (Benítez et al., 2020).

Por último, en el Capítulo 5 se concluye el trabajo de investigación mostrando las contribuciones que aporta el mismo a la literatura de liderazgo y comportamiento. Para ello, se detallan una serie de implicaciones teóricas y empíricas para el ámbito académico, y para la práctica empresarial. Se reconoce

también una serie de limitaciones a tener en cuenta como áreas de mejora para futuras líneas de investigación, y se termina reflexionando con unas consideraciones finales.

### ***1.5. Justificación e interés de la investigación***

Hoy en día estamos viviendo cambios sin precedentes. Estamos en un sector con una alta competitividad, donde la probabilidad de que surjan contratiempos es elevada, donde el cliente deposita muchas expectativas en sus actividades de ocio y descanso, y donde es necesario que se dé respuesta a dichas situaciones para conseguir la satisfacción del cliente. Por tanto, es importante conocer cómo se puede influir en el comportamiento del trabajador para que éste esté dispuesto a desarrollar conductas que vayan más allá de los límites formales de su puesto de trabajo para así dar respuesta a las necesidades y contingencias planteadas por el cliente. Concretamente, es clave para el sector hotelero conocer qué estilos de liderazgo o qué características del directivo son las más adecuadas para estimular en sus subordinados unos comportamientos que sean lo más óptimos posibles para conseguir la satisfacción del cliente.

A pesar de los progresos que se han realizado para responder a la pregunta de investigación, el conocimiento sobre este tópico es limitado. Esta tesis doctoral explica de forma teórica y demuestra de forma empírica cómo el liderazgo directivo puede influir en el comportamiento de sus subordinados.

## ***1.6. Referencias***

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# CAPÍTULO 2. BRINGING LEADER HUMILITY TO PROACTIVITY IN THE HOSPITALITY SECTOR

## *Abstract*

This study analyzes the relationships between the leader's humility, congruence in leader-employee proactivity, shared leader-employee identification with change, and extra-role service in the hospitality sector. To contrast the hypotheses, we obtained 318 questionnaires from hotels in Spain. We used the PLS estimation method to evaluate both the measurement and the structural models. The results show that leader humility positively influences proactive personality fit between leaders and employees, and positively and indirectly influences shared leader-employee identification with change and extra-role service. We also find that shared identity positively influences extra-role behavior. Although we obtained information from a single informant at a single moment in time, the method used to obtain and analyze the information gives the results validity and confirms the importance of leader humility. This study confirms that leader humility has a positive influence on performance in hospitality establishments. This study contributes significantly to hospitality research by studying the influence of leader humility on worker behavior in causing workers to develop extra-role service.

**Keywords:** Humility, proactivity, shared identity, extra-role service, hotels

## **2.1. Introduction**

The key to hospitality companies' success lies in satisfying their customers (Horng et al., 2016). Because hospitality firms typically have demanding (Karatepe, 2015) and heterogeneous customers, changing demand, and frequent customer-employee interactions (Yang et al., 2020), they continually face unforeseen and unplanned situations to which they must respond. To face these changing environments and remain competitive, organizations must adopt proactive behavior oriented to change (Fuller and Marler, 2009). Liguorie et al. (2013) demonstrate that proactive personality has a positive impact on an individual's participation in initiatives for organizational improvement and could effectively improve additional employee work behaviors. Thus, employees' initiative (proactive behavior) in identifying solutions in response to the pressure generated by demand and the development of behavior that goes beyond what is required in their position (extra-role service) can provide a rapid and wide-sweeping response to unforeseen situations caused by highly changeable and demanding requests (Garg and Dhar, 2016; Yang et al., 2020). However, proactive employees will only assume the risk of developing extra-role behavior if they receive support from managers (Akgunduz et al., 2018).

Personality researchers have sought to identify which personality traits predict employees' behavior (Wang et al., 2017). Proactive personality, defined as a stable behavior that identifies and uses opportunities and takes initiative until significant change happens (Crant, 1995), is a trait that could satisfy a large portion of customers' changing and unpredictable needs (Yang et al., 2020). On the other hand, leadership theories have stressed the importance of leaders in developing employees' positive attitudes toward work and improving employee performance (Hobman et al., 2011). For example, transformational leadership, a style that stimulates employees to look beyond their own interest (Luo et al., 2019), has been positively related to proactivity in frontline employees (Yang et al., 2020). Transformational leaders can, however, perceive employees' proactivity as a threat to themselves, and leaders who have a low level of transformational leadership are those most receptive to proactivity in employees, as they consider it a valuable source of initiative (Yang et al., 2020).

The two preceding perspectives attest to the fact that the literature usually analyzes the behavior of subordinates and superiors separately when studying their effect on performance, but studies like Yang et al. (2020) are beginning to analyze the synergies that occur between supervisor and subordinate when both share positive attitudes and objectives for change. The theory of person-supervisor fit has highlighted the value of researching the characteristics of supervisors and subordinates simultaneously to understand employees' results (Qin et al., 2019). This theory shows that congruence of personal characteristics between leader and follower leads to positive job attitudes and behaviors (Shin et al., 2017; Zhang et al., 2012). We know little, however, about how a leader can contribute to fostering this congruence.

The leader's humility, understood as a leader's willingness to see him-/herself appropriately, value the qualities and strengths of others, and be open to ideas and comments from others (Owens and Hekman, 2016) is a characteristic of behavior that makes leaders stress their subordinates' growth and development as they would their own (Chen et al., 2018). Based on social learning theory (Bandura, 1977), which suggests that followers learn the appropriate behavior by observing their leader's behavior; and on social identity theory (Tajfel and Turner, 1986), which argues that identification with a person involves incorporating that person's standards and values into the individual's self-concept, this study proposes that humble leaders present characteristics that encourage congruence in the proactive personality of supervisor and subordinate. Further, we expect that congruence in proactive personality not only plays a prominent role in supervisor-subordinate interaction but also serves as the basis for congruence in workplace objectives, facilitating a predisposition to go beyond formal roles by performing extra-role service that enables employees to satisfy the customer and ultimately to achieve excellent service.

This study's research question thus seeks to understand whether supervisors' humility influences their behavior and that of their subordinates. Such influence could lead to natural confluence of the two parties' proactivity levels and thus to their sharing a common view of the changes required by the organization.

We therefore propose that humble supervisors will succeed in making workers develop levels of proactivity similar to those of supervisors, giving rise to high congruence in proactivity. We also propose that such congruence will facilitate supervisor-subordinate unity concerning the initiatives for change that must be performed. Finally, we propose that employees are more predisposed to develop extra-role behavior in service delivery when they share their supervisor's view of the changes to be performed. The model was tested using partial least squares (PLS) on a sample of 318 hotels in Spain. The empirical analyses support the study's theory.

This study contributes to the literature in several ways. First, it contributes to leadership theory by analyzing how humble leaders can influence their followers' performance through congruence in proactivity of supervisors and subordinates. Second, it contributes to social identity theory by analyzing the antecedents of vision shared by supervisor and subordinate with respect to change. Third, it deepens understanding of the antecedents of extra-role service from the perspective of the vision shared by supervisor and subordinate regarding the goals of change and the presence of a proactive attitude toward change. Finally, it analyzes the possible indirect effects of supervisors' humility on shared identification with change and extra-role service, as supervisors' humility may be an especially significant issue for improving performance in hospitality firms. This study shows managers that a humble attitude has a positive influence on their subordinates' behavior and performance.

## ***2.2. Literature review and hypotheses***

### ***2.2.1. Managers' humility***

Humility is an individual characteristic that emerges from social interactions and is recognizable by others (Owens et al., 2013). Humble people tend to see themselves accurately, show appreciation, and respect the strengths and contributions of others, while also being open to ideas and feedback from others (Owens et al., 2013). Against those who view supervisors' expression of humble behavior in the presence of subordinates as a weakness (Chen et al., 2018), the literature has stressed humility's positive effects. We confirm that humility is

critical to leaders who manage organizations in dynamic and uncertain environments (Chen et al., 2018) like that of the hospitality sector; that leaders' humility is an important basis for high-quality service, customer satisfaction, and excellence (Chiu et al., 2016; Garg and Dhar, 2016); and that the leader's humility has positive effects on employees' attitudes and performance (Qin et al., 2019).

### ***2.2.2. Proactive personality***

Proactive personality is a stable behavioral tendency to seek opportunities and act on them, taking initiative and persisting until the changes foreseen occur (Seibert et al., 2001). It is a trait that could satisfy a wide range of customers' needs and provide customers with high-quality service (Yang et al., 2020).

#### ***2.2.2.1. Congruence in proactive personality***

Congruence in proactivity means that supervisor and subordinate share the same attitude; that is, both will take initiative, be oriented to the future and to improvement, anticipate changes, etc. Since a humble leader is a person anxious to improve and to help others improve (Ou et al., 2018), we affirm that supervisors who exhibit traits of humility generally achieve a higher degree of proactive personality in supervisor and subordinate.

Humility means being aware of one's limitations or imperfections and knowing that there are things outside one's control. This definition suggests that being humble is being open to new information, ideas, or paradigms (Morris et al., 2005) and willing to receive advice and even criticism (Owens et al., 2013). The search for feedback is in itself a type of proactive behavior (Ashford, 1986). Further, humble people are anxious to improve and show a clear orientation to personal self-improvement (Ou et al., 2018); or, as Owens and Hekman (2012) indicate, humility focuses on the idea of growth, all of which shows that the humble leader exhibits traits of proactivity by being open to new ideas and having a clear orientation to continuous improvement, progress, and achievement. On the other hand, humble leaders understand that performance does not depend exclusively on them (Ou et al., 2018). They do not know it all, nor are they omnipotent (Naseer et al., 2020), and they must value and rely on others (Morris et al., 2005; Ou et al., 2018). According to Chen et al. (2018), humble leaders appreciate the strengths of



their followers, encouraging them to take on additional responsibilities, think about their tasks, and take initiative. Finally, humble leaders not only value their followers' strengths but can urge team members to respect others' contributions (Chiu et al., 2016). This attitude of stimulus, support, and respect by supervisors stimulates followers' proactive attitude, as followers lose the fear of expressing their initiatives (Chen et al., 2018). The leader's humility can thus eliminate the psychological pressure on subordinates to explain their initiatives, freeing them from worry that they will be punished for possible errors that could occur (Chen et al., 2018). Based on social learning theory, Bandura (1977) suggests that followers learn the appropriate behavior by observing their leader's behavior, the humble leader can serve as a model for employees to follow and consciously or unconsciously influence employees' behavior (Qian et al., 2020) facilitating fit in personal characteristics. We therefore propose the following hypothesis:

**Hypothesis 1.** The supervisor's humility is positively related to congruence of supervisor-subordinate proactivity.

### ***2.2.3. Shared identification with change***

Social identity theory (Tajfel and Turner, 1986) indicates that the subordinate identifies with the leader when the subordinate individual's beliefs or values coincide with those of the leader (Kark et al., 2003), reflecting the perceived quantity of shared interests and goals (Ertürk and Albayrak, 2019) and the feeling of pride at being recognized. Identification with the leader plays a critical role in creating a strong link between subordinates and supervisors. This link enables supervisor and subordinate to understand expectations for each other's behavior, facilitating the adoption of behavior that aligns with their preferences (Zhang et al., 2012). A shared perspective on work goals thus facilitates coordinated interaction between the two parties (Zhang et al., 2012).

When a proactive leader interacts with proactive followers, it is very likely that they will synchronize with each other, stimulating a series of norms, values, unity, and shared goals (Lam et al., 2018) and encouraging creation of high-quality relationships characterized by a common vision to achieve improvement in the workplace, the organization, and performance (Zhang et al., 2012). Further,

similar levels of proactive personality lead to better shared understanding of priorities at work, achieving joint goal-oriented effort (Zhang et al., 2012). Therefore, based on social identification theory (Tajfel and Turner, 1986), we propose that the distance between the parties decreases when the leader's proactive personality coincides with the follower's, as does the distance between their proposals for change (Lam et al., 2018), resulting in high levels of goal congruence (Zhang et al., 2012). We therefore articulate the following hypothesis:

**Hypothesis 2.** Congruence in supervisor-subordinate proactivity is positively related to shared supervisor-subordinate identification with organizational change.

#### ***2.2.4. Extra-role service***

Variability in demand, as well as the intensive interaction between employees and customers, causes numerous unforeseen situations that require rapid, creative, and satisfactory solution for the customer; mere performance of the tasks assigned to employees will not be enough (Zhang et al., 2012). Extra-role customer service is discretionary employee behavior that goes beyond the formal job description and is oriented to satisfying the customer (Bettencourt and Brown, 1997; Garg and Dhar, 2016; Karatepe, 2015). Extra-role service is the first step toward handling demanding customers and satisfying demands in specific situations (De Jong and de Ruyter, 2004).

Individuals' proactivity is an antecedent of extra-role behavior, but it is not sufficient to explain this willingness to go beyond the established requirements. Shared identification with change has been viewed as an important concept in explaining individuals' performance (Van Dick, 2004). We propose that the presence of shared supervisor-subordinate identification with change encourages greater extra-role service. Shared supervisor-subordinate identity generates high-quality relationships between the two parties (Garg and Dhar, 2016) that lead to the development of mutual obligations, making employees willing to go beyond their formal duties (Garg and Dhar, 2016). When supervisor-subordinate relationships are of high quality, followers enjoy better treatment, support, and loyalty from supervisors. Followers feel obligated to their supervisors, and this feeling is associated with the development of extra-role behaviors (Garg and Dhar,

2016; Li et al., 2010). Finally, when subordinates share their supervisors' view of the changes to be carried out, subordinates feel responsible for the success of the changes (Bandura et al., 1999). Subordinates perceive their supervisor's successes and failures as their own (Ashforth and Mael, 1989), increasing the probability that the former are committed to their work, feel they own the goals, and are willing to incorporate a broader focus in performing the task—to engage in extra-role behaviors. We therefore propose the following hypothesis:

**Hypothesis 3.** Shared supervisor-subordinate identification with change is positively related to extra-role service.

### ***2.3. Methodology***

#### ***2.3.1. Sample and procedure***

To contrast the hypotheses, we obtained information through questionnaires distributed in person and by email to hotel workers in Spain. The questionnaires were collected from December 2018 to May 2019 using convenience sampling (Dai et al., 2019; Davras and Caber, 2019; Huertas et al., 2019) of hotel workers who had the most contact with customers—reception clerks, receptionists, reception managers, leaders, and reservations agents, among others.

To control in advance for common method bias, we permitted employees to answer anonymously. We explained that there were no right or wrong answers and encouraged them to answer as honestly as possible (Podsakoff et al., 2003). The variables were not presented in the order hypothesized, and the names of the variables were omitted from the survey.

Each questionnaire included a cover letter explaining the study goals and confidential nature of the data, and 381 employees participated in the survey. Of the 381 questionnaires, 63 were incomplete, leaving a total sample of 318 useful questionnaires.

#### ***2.3.2. Measures***

Responses were recorded on Likert-types scales ranging from 1 to 7, where 1 indicated “disagree completely” and 7 “agree completely”. We specified the

measurements for our variables as reflective, based on the criteria identified by Benitez et al. (2020).

*Humility* was evaluated using nine items adapted from the scale developed by Ou et al. (2014) and Owens et al. (2013), which evaluates leaders' characteristics relative to a series of qualities inherent in humility.

*Congruence in supervisor-subordinate proactivity* was evaluated based on the scale proposed by Seibert et al. (2001), with a total of 10 items. Since this construct aims to encompass the proactivity common to subordinates and supervisors, we used the following process. First, the scale proposed by Seibert et al. (2001) asks employees to evaluate on a scale from 1 to 7 statements that measure their level of proactivity and that of the supervisors. We coded the different alternatives in the employees' responses by assigning a point value to the proactivity they had in common. For example, if an employee scored his/her proactivity as 5 and assigned the supervisor's proactivity the same value, we coded congruence in supervisor-subordinate proactivity for this item as 5. For the items on which employees rated their proactivity differently from their supervisor's, we assigned the value of the proactivity common to both. That is, if the employee's answer on one item was 5 for him-/herself and 3 for the supervisor, the shared supervisor-subordinate proactivity would be 3, and a value of 3 would be assigned to this item. This is a novel way of conceptualizing congruence in supervisor-subordinate proactivity and constitutes an original research contribution.

*Shared supervisor-subordinate identification with change* was evaluated using three items adopted from the scale of affective commitment developed by Herscovitch and Meyer (2002). Their original scale had a total of six indicators, but we found that three of these were not supported by the data in the context of our model (loadings considerably below the recommended threshold). These items were eliminated due to their reflective nature and because the significance of the construct did not change when they were omitted.

*Extra-role behavior* was evaluated using five items adopted from the scale developed by Bettencourt and Brown (1997). This scale evaluates the degree to which employees perform activities and behavior beyond their job responsibilities.

*Control variables.* Several factors previously demonstrated to influence extra-role service were included in this study to control for their effect. We used as control variables gender (1 = feminine, 2 = masculine), age (1 = 20 years or younger, 2 = 21-25, 3 = 26-30, 4 = 31-35, and so on up to 9 = over 55), position (1 = reception department manager, 2 = food and beverage manager, 3 = reservations manager, 4 = events/meetings manager, 5 = receptionist, 6 = reception clerk, 7 = concierge, 8 = reservations agent, 9 = other position).

## **2.4. Empirical analysis and results**

We analyzed the data using the statistical software package ADANCO 2.1.1. Professional (<http://www.composite-modeling.com>) (Henseler, 2017).

The PLS estimation method (PLS) was used to evaluate the measurement model, analyzing construct reliability and validity and then evaluating the structural model through analysis of the hypotheses. Due to the reflective nature of the constructs, we employed consistent estimators (PLSc). We included 4999 subsamples in the PLS algorithm to evaluate significance level and followed the latest, most up-to-date standards of the method according to the guide recently published in Benitez et al. (2020).

### **2.4.1. Measurement model evaluation**

#### **2.4.1.1. Confirmatory factor analysis**

We performed confirmatory factor analysis of the saturated model by evaluating the standardized square root mean residual (SRMR), distance of unweighted least squares ( $d_{ULS}$ ), and geodesic distance ( $d_G$ ) (Benitez et al., 2020; Henseler et al., 2016). In our model, the SRMR is 0.050, below the recommended threshold of 0.08 (Henseler, 2017); and the SRMR discrepancies (0.050),  $d_{ULS}$  (3.647), and  $d_G$  (1.743), are lower than the 95th quantile bootstrap discrepancies (Henseler et al., 2016), (0.051, 3.683 and 119.254, respectively), indicating good structure of the reflective constructs and good model properties.

The questionnaires obtained are quite representative of diversity in the hospitality industry in terms of star ratings (13 did not specify the category, 2 were from 1-star hotels, 7 from 2-star hotels, 69 from 3-star hotels, 110 from 4-star hotels, and 117 from 5-star hotels). By management type, 2.10% of the hotels were franchises, 10.1% were independently managed, and the remaining 87.80% were chains. The respondents were 44.9% women, of whom 27% had some university education, and 55.1% men, of whom 22% had some university education; 14% were leaders and mid-level managers. The respondents' average age was 25, their average seniority at the firm 3.16 years, and the majority contract type (98.2%) indefinite contracts.

#### ***2.4.1.2. Evaluation of construct measurement properties***

Before collecting the data, we confirmed content validity for each variable in our model, using measurements validated in prior research (Pavlou and El Sawy, 2006). Table 1 presents the measurement details of the reflective model. To guarantee composite reliability, we must evaluate Dijkstra-Henseler's  $p_A$ . The Dijkstra-Henseler's  $p_A$  values for our variables ranged from 0.915 to 0.959, and the Cronbach's alpha values ranged from 0.902 to 0.958. These values are above 0.707 and thus indicate composite reliability. The AVEs of our model constructs ranged from 0.574 to 0.802. As they are above 0.50, they indicate convergent validity.

Indicator reliability was evaluated through indicator loadings and their significance level. Loadings should generally be above 0.707 (Chin, 2010). The loadings of our model's construct indicators exceeded this recommended minimum, except for CONGR6, CONGR7, CONGR9, EXT3, and EXT5, whose values ranged from 0.583 to 0.659. However, the most recent standards establish that values slightly below 0.707 are not a problem if construct validity and reliability are preserved (as in our case). Further, all loadings are significant at 1%, confirming indicator reliability.

**Table 1. Evaluation of measurement model**

Code	Construct/indicator	P <sub>A</sub>	AVE	Weight	Loading
Humility		0.959	0.719		
HUM1	My manager likes to have information about his/her work, whether positive or negative			0.130 <sup>***</sup>	0.856 <sup>***</sup>
HUM2	My manager admits it when he/she doesn't know how to do something			0.117 <sup>***</sup>	0.770 <sup>***</sup>
HUM3	My manager can recognize when others have more knowledge and skills than he/she does			0.118 <sup>***</sup>	0.781 <sup>***</sup>
HUM4	My manager notices the strong points of others			0.140 <sup>***</sup>	0.926 <sup>***</sup>
HUM5	My manager often complements the strengths of others			0.128 <sup>***</sup>	0.844 <sup>***</sup>
HUM6	My manager is interested in the contributions others make			0.130 <sup>***</sup>	0.859 <sup>***</sup>
HUM7	My manager is willing to learn from others			0.129 <sup>***</sup>	0.853 <sup>***</sup>
HUM8	My manager is open to the ideas of others			0.130 <sup>***</sup>	0.859 <sup>***</sup>
HUM9	My manager is open to receiving advice from others			0.132 <sup>***</sup>	0.871 <sup>***</sup>
Congruence in supervisor-subordinate proactivity		0.938	0.574		
CONGR1	My MANAGER is / I am always looking for ways to improve			0.150 <sup>***</sup>	0.890 <sup>***</sup>
CONGR2	My MANAGER has / I have always been key to undertaking changes			0.119 <sup>***</sup>	0.708 <sup>***</sup>
CONGR3	For my MANAGER / For ME, nothing is more exciting than seeing how our ideas become reality			0.128 <sup>***</sup>	0.761 <sup>***</sup>

<b>Code</b>	<b>Construct/indicator</b>	<b>P<sub>A</sub></b>	<b>AVE</b>	<b>Weight</b>	<b>Loading</b>
CONGR4	When my MANAGER / I see something we don't like, we fix it			0.140***	0.831***
CONGR5	When my MANAGER / I believe in something, we do it			0.134***	0.792***
CONGR6	My MANAGER / I defend our ideas, even when others oppose us			0.098***	0.583***
CONGR7	My MANAGER / I can identify opportunities			0.111***	0.659***
CONGR8	My MANAGER is / I am always trying to find the best way to do things			0.157***	0.932***
CONGR9	When my MANAGER / I believe in an idea, nothing can stop us from making it reality			0.107***	0.635***
CONGR10	My MANAGER / I can see a good opportunity long before others do			0.120***	0.711***
Shared supervisor-subordinate identification with change		0.925	0.802		
ICOM1	I believe in the importance of changes in my company			0.354***	0.885***
ICOM2	Strategic changes are good for my company			0.369***	0.922***
ICOM3	I believe that the company's leadership does a good job of introducing changes in the company			0.351***	0.879***
Extra-role service		0.915	0.644		
EXT1	I voluntarily attend customers even when it means doing more than my job requires			0.270***	0.909***



Code	Construct/indicator	P <sub>A</sub>	AVE	Weight	Loading
EXT2	I help customers to solve problems beyond what is expected or required			0.263***	0.886***
EXT3	When serving customers, I often do things that go beyond my obligations			0.189***	0.636***
EXT4	I am happy to do more than I have to so that the customer is satisfied			0.264***	0.889***
EXT5	I often go beyond the limits of my functions to help a customer			0.191***	0.643***

Note: † p < 0.10, \* p < 0.05, \*\* p < 0.01, \*\*\* p < 0.001, one-tailed test

Discriminant validity of the constructs was evaluated by analyzing the heterotrait-monotrait ratio (HTMT)<sup>1</sup>. The HTMT criterion was developed to assess discriminant validity of variance-based estimators like those in our study (Henseler et al., 2016). The HTMT ratio is the average of the heterotrait-heteromethod correlations—the correlations between different construct indicators and the average of the monotrait-heteromethod correlations, the latter being correlations among indicators that measure the same construct (Henseler et al., 2016). The HTMT ratio should be below 0.85 or 0.90 (Voorhees et al., 2016). As the HTMT ratios in our model ranged from 0.111 to 0.805, discriminant validity is guaranteed.

#### ***2.4.2. Evaluation of the structural model***

First, we tested fit of the estimated model using a procedure like confirmatory factor analysis but applied to the estimated model (Henseler et al., 2014). The SRMR was 0.032 (below the recommended threshold of 0.080), and all values for the SRMR discrepancies,  $d_{ULS}$  and  $d_G$ , were below 99%, indicating good model fit (see Table 2).

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<sup>1</sup> “Although the Fornell-Larcker criterion (Fornell and Larcker, 1981) has long been recommended to assess discriminant validity of latent variables (Ringle et al., 2012), it is ineffective in combination with traditional PLS-PM because it relies on consistent factor loading estimates (Henseler et al., 2014)” (Benitez et al., 2020, p. 6).

To evaluate the beta coefficients and their significance level, we performed a bootstrap analysis of 4999 subsamples.  $R^2$  and effect size ( $f^2$ ) were also evaluated. To test the hypotheses (H1, H2, and H3), we evaluated a model with the relationships proposed, including all direct effects on the endogenous variables<sup>2</sup> and the control variables (gender, age, and position). The data supported all hypotheses. The empirical analysis suggests that humility is positively related to congruence in supervisor-subordinate proactivity (H1) ( $\beta = 0.788$ ,  $p_{\text{one-tailed}} < 0.001$ ). Supervisor-subordinate proactivity, in turn, is positively related to shared supervisor-subordinate identification with change (H2) ( $\beta = 0.334$ ,  $p_{\text{one-tailed}} < 0.001$ ), which is simultaneously and positively related to extra-role service (H3) ( $\beta = 0.138$ ,  $p_{\text{one-tailed}} < 0.05$ ). Of the control variables, only age showed a significant relationship to extra-role service. Table 2 and Figure 1 present the results of the hypothesis testing. Table 3 shows the correlation matrix.

The  $R^2$  values for the endogenous variables (congruence in supervisor-subordinate proactivity, shared supervisor-subordinate identification with change, and extra-role service) were 0.621, 0.269, and 0.239, respectively, indicating good explanatory power (Chin, 2010). The values for effect size ( $f^2$ ) of the main relationships in the proposed model ranged from 0.018 to 1.637, indicating effects ranging from weak to strong when a link between an exogenous and an endogenous variable is added (Cohen, 1992).

**Table 2. Results of hypothesis testing**

Beta coefficient	Proposed model
Humility → Congruence in supervisor-subordinate proactivity (H1)	0.788*** (28.537) [0.729, 0.836]
Congruence in supervisor-subordinate proactivity → Shared supervisor-subordinate identification with change (H2)	0.334*** (3.109) [0.116, 0.542]

<sup>2</sup> We also tested the model omitting the direct effects and including only the hypothesized relationships whose results showed no significant changes. All hypotheses were supported, with the following values: (H1:  $\beta = 0.829$ ,  $p_{\text{one-tailed}} < 0.001$ ), (H2:  $\beta = 0.538$ ,  $p_{\text{one-tailed}} < 0.001$ ), and (H3:  $\beta = 0.315$ ,  $p_{\text{one-tailed}} < 0.001$ ).

<b>Beta coefficient</b>	<b>Proposed model</b>	
Shared supervisor-subordinate identification with change → Extra-role service (H3)	0.138*	(1.694) [-0.017, 0.300]
Humility → Shared supervisor-subordinate identification with change	0.213*	(1.927) [-0.007, 0.426]
Humility → Extra-role service	-0.147 <sup>†</sup>	(-1.463) [-0.340, 0.059]
Congruence in supervisor-subordinate proactivity → Extra-role service	0.471***	(3.999) [0.230, 0.685]
Gender → Extra-role service (control variable)	-0.054	(-1.022) [-0.157, 0.048]
Age → Extra-role service (control variable)	0.101**	(2.339) [0.016, 0.183]
Position → Extra-role service (control variable)	-0.055	(-0.952) [-0.166, 0.061]
<b>Endogenous variables</b>	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>
Congruence in supervisor-subordinate proactivity	0.621	0.620
Shared supervisor-subordinate identification with change	0.269	0.264
Extra-role service	0.239	0.224
<b>Discrepancy</b>	<b>Value</b>	<b>HI<sub>99</sub></b>
<b>SRMR</b>	0.032	0.037
<b>d<sub>ULS</sub></b>	0.028	0.039
<b>d<sub>G</sub></b>	0.007	0.011

**Table 3. Correlation matrix**

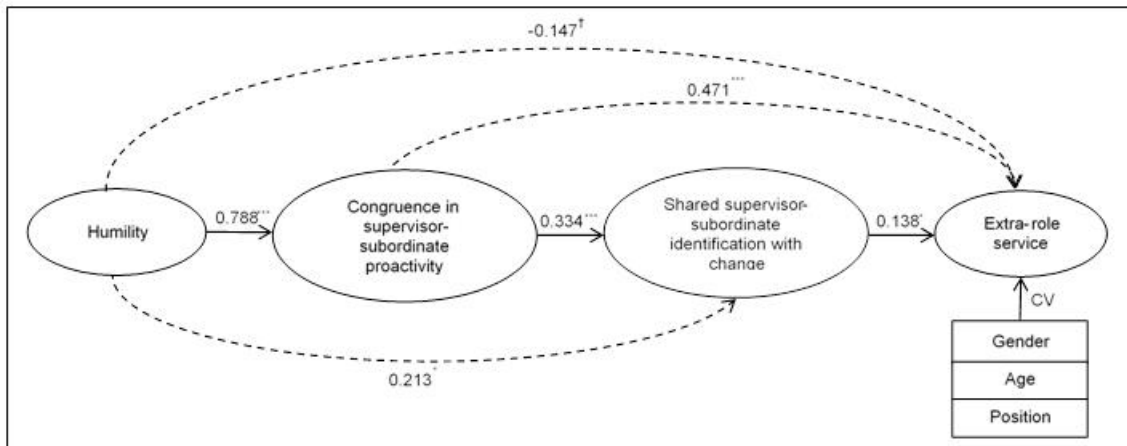
	1	2	3	4	5	6	7
1.Humility	1.000						
2.Congruence in supervisor-subordinate proactivity	0.788	1.000					
3.Shared supervisor-subordinate identification with change	0.476	0.502	1.000				
4.Extra-role service	0.317	0.449	0.334	1.000			
5.Gender	-0.135	-0.091	-0.169	-0.110	1.000		
6.Age	0.039	0.074	0.084	0.132	0.047	1.000	
7.Position	-0.283	-0.228	-0.233	-0.155	0.274	0.124	1.000

**2.4.3. Mediation analysis**

We performed mediation analysis to examine whether the indirect effects in the proposed model were significant (Zhao et al., 2010). For this analysis, we estimated and analyzed the indirect effects for the model that included all direct effects on the endogenous variable. The indirect effects involved were found to occur: (1) between humility and shared supervisor-subordinate identification with change, (2) between humility and extra-role service, and (3) between congruence in supervisor-subordinate proactivity and extra-role service. These indirect effects were 0.263\*\*\*, 0.437\*\*\*, and 0.046†, respectively. Whereas the indirect effects were significant at confidence levels of 0.001, 0.001, and 0.1, the direct effects were 0.213\*, -0.147†, and 0.471\*\*\*, respectively, indicating that mediation is present (Zhao et al., 2010). This analysis suggests the following: (1) the effect between humility and shared supervisor-subordinate identification with change is significant, suggesting that congruence in supervisor-subordinate proactivity plays a mediating role in this relationship; (2) that the effect between humility and extra-role service is significant, demonstrating that congruence in supervisor-subordinate proactivity and shared supervisor-subordinate identification with change mediate this relationship; and finally (3) that the effect between

congruence in supervisor-subordinate proactivity and extra-role service is also significant, such that shared supervisor-subordinate identification with change plays a mediating role in this relationship.

**Figure 1. Results of hypothesis testing**



## 2.5. Discussion

The main purpose of this study is to provide a theoretical framework and empirical study to strengthen understanding of how supervisors' humility influences congruence of proactivity between supervisor and subordinate. Our findings suggest that supervisors who show traits of humility facilitate congruence in supervisor-subordinate proactivity. They do so by creating a climate in which supervisors understand what they need from their subordinates to develop change initiatives and subordinates are motivated to explore new opportunities because they are valued and supported by their supervisors. We also demonstrate that achieving congruence in supervisor-subordinate proactivity positively influences the development of shared identification with change in the two parties. Further, we find that extra-role customer service is strengthened when shared identification with changes exists. Workers who have a proactive attitude that has been stimulated by a humble supervisor will need their change initiatives to align with those of their supervisors. The absence of such alignment would demotivate subordinates, as they would not find support and stimulus. In addition, the results of our analysis suggest that congruence in proactivity and shared identification

with change are positioned as a mediation mechanism that explains the positive effects of humility on extra-role service.

### ***2.5.1. Theoretical implications***

The hospitality sector must deepen knowledge of the managerial personality traits that can stimulate congruence levels between supervisor and subordinate in personal characteristics such as proactivity. Our study has sought to advance understanding of how managers' humility encourages the creation of high-quality relationships between managers and subordinates. Such relationships will lead supervisors and subordinates to acquire similar levels of proactivity and shared identification with changes, stimulating extra-role service in employees who are in direct contact with the customer. This study has several theoretical implications.

First, our study proposes and its findings confirm that leaders who exhibit the personality trait humility are more likely to develop proactive behavior, while simultaneously stimulating their subordinates to develop proactive personality. Humble leaders are aware of their limitations, are open to new ideas, and recognize their subordinates' value—all characteristics whose values both underlie development of their own proactivity and stimulate proactivity in their subordinates, such that both parties obtain the same level of proactivity. The study thus contributes to development of the literature on leadership and congruence by increasing understanding of how a leadership trait such as humility positively influences the creation of levels of congruence in personal characteristics.

Second, this study contributes a new conceptualization of congruence in proactivity, understood as the presence of similar levels of proactivity or common proactivity exhibited by two individuals.

Third, our study proposes and the findings confirm that congruence in proactivity encourages a situation in which subordinate and supervisor acquire a shared vision of the changes to be performed. Congruence in supervisor-subordinate proactivity implies that both share the same attitude toward seeking opportunities and persistence in performing the task, thus encouraging shared norms, values, and goals (Lam et al., 2018) and producing shared supervisor-subordinate identification with the organizational changes needed. We therefore

contribute to the literature on social identification by understanding how similar levels of proactivity positively influence identification with the leader relative to the task.

Fourth, we confirm that shared identification with change positively influences the development of extra-role service behaviors. Shared identification generates high-quality leader-member relationships (Garg and Dhar, 2016), leading subordinates to perceive that acting in the direction of the leader benefits them both (Chen et al., 2018). All of the foregoing makes subordinates more sensitive to the leader's expectations, more loyal, and more committed to tasks and changes.

Our study results also show that congruence in supervisor-subordinate proactivity and shared identification with change are positioned as a key mediation mechanism, as this mechanism explains the positive effects of humility on extra-role service behavior. Whereas congruence in proactivity mediates the relationship between humility and shared identification, shared identification with change plays a mediating role in the relationship between congruence in proactivity and extra-role service.

Our study thus contributes to theory by identifying how we can stimulate development of extra-role service behaviors in a hospitality context. We identify managers' humility as a key trait for generating harmony and high-quality supervisor-subordinate relationships that will stimulate proactive personalities in both parties, creating coordinated proposals for change that translate into behaviors outside employees' formal roles and oriented to customer satisfaction.

### ***2.5.2. Practical implications***

Our findings also have several practical implications. Hospitality firms must be aware that the sector's particularities require workers willing to go beyond their formal job descriptions. Only through this attitude of extra-role service will hospitality firms be able to satisfy their clientele and succeed.

Managers must also keep in mind that their behavior plays a key role, acting as either a driving force or a barrier stimulating workers, even though extra-role behavior depends in part on workers' attitudes. Managers must understand that being humble is a personal characteristic that will generate positive relationships

with workers by making workers feel supported. Such workers will feel that they are responsible for performing their tasks, stimulated to perform change initiatives, and motivated and enthusiastic about proposing changes, while also taking responsibility for them.

Finally, managers must be aware that their subordinates will imitate desirable traits such as humility, developing the same humility-related behaviors, which will benefit both the subordinates themselves and the managers. Managers must realize that their humility can become their subordinates' humility and that both expressions of humility will give rise to joint synergies and effects between supervisor and subordinate.

### ***2.5.3. Limitations and future lines of research***

The results of this study must be interpreted with caution, as they are not exempt from limitations. First, although the study considered and took measures to prevent common method bias, it used a single informant. Future studies should be designed to gather data from managers and employees. Second, this study uses data from a specific moment in time. Future studies could use longitudinal data that enable them to evaluate causality in the results. Third, this study used a convenience sample. Although such samples are accepted in the literature and our sample was chosen carefully to be representative, we must exercise caution in generalizing from the results. Future studies should increase the sample size.

### ***2.5.4. Conclusions***

The idiosyncrasy of the hospitality sector increasingly faces companies with more experienced and demanding customers who pose unforeseen situations not included in job descriptions. Employees will be key to identifying possible problems, proposing solutions, and performing these solutions in practice. To this end, we investigated factors that could encourage alignment between supervisors and subordinates in proactive behavior and objectives for change, resulting in extra-role service behavior for the customer. We find that a humble leader becomes a very powerful factor in stimulating a series of synergies and subordinate-supervisor collaborations that result in extra-role service behaviors. More specifically, we discover that a humble leader will encourage both



supervisor and subordinate to attain similar, high levels to develop initiatives and collaborate with each other in responding to customers in ways that go beyond the formal job description. In general, our study advances understanding of how humble leaders positively impact the performance of their workers and of the organization.

## 2.6. Appendix chapter 2

**Table 4. Scales used chapter 2**

<b>Construct</b>
<b>Humility Ou et al. (2014) y Owens et al. (2013)</b>
HUM1. My manager likes to have information about his/her work, whether positive or negative
HUM2. My manager admits it when he/she doesn't know how to do something
HUM3. My manager can recognize when others have more knowledge and skills than he/she does
HUM4. My manager notices the strong points of others
HUM5. My manager often complements the strengths of others
<b>Congruence in supervisor-subordinate proactivity. Seibert et al. (2001)</b>
CONGR1. My manager is / I am always looking for ways to improve
CONGR2. My manager has / I have always been key to undertaking changes
CONGR3. For my manager / For ME, nothing is more exciting than seeing how our ideas become reality
CONGR4. When my manager / I see something we don't like, we fix it
CONGR5. When my manager / I believe in something, we do it
CONGR6. My manager / I defend our ideas, even when others oppose us
CONGR7. My manager / I can identify opportunities
CONGR8. My manager is / I am always trying to find the best way to do things
CONGR9. When my manager / I believe in an idea, nothing can stop us from making it reality
CONGR10. My manager / I can see a good opportunity long before others do
<b>Shared supervisor-subordinate identification with change. Herscovitch and Meyer (2002)</b>
ICOM1. I believe in the importance of changes in my company
ICOM2. Strategic changes are good for my company
ICOM3. I believe that the company's leadership does a good job of introducing changes in the company
<b>Extra role service. Bettencourt and Brown (1997)</b>
EXT1. I voluntarily attend customers even though it means doing more than my job requires
EXT2. I help customers solve their problems above and beyond what is expected or required
EXT3. When serving customers, I often do things beyond my obligations
EXT4. I am happy to go beyond my responsibility so that the customer is satisfied
EXT5. I often go beyond the limits of my job responsibilities to help a customer

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# **CAPÍTULO 3. INFLUENCE OF MINDFULNESS ON HOSPITALITY WORKERS' PROACTIVE PERSONALITY**

## ***Abstract***

The particularities of the hospitality sector make customer satisfaction difficult. The management literature has examined workers' behavior and its influence on customers. Workers' proactive personality has been identified as an antecedent of proactive behavior and subsequent development of extra-role service behaviors, and mindfulness practices have recently been applied because of their positive effects on the workplace. This study examines the influence of mindfulness practices on workers' proactive personality in the context of autonomy in decision-making. It performs regression analysis with bootstrapping to test the hypotheses. A total of 361 hotel workers participated in this study. The results show that mindfulness practices for hospitality employees in contact with customers are counter-productive in stimulating workers' proactive personality to improve their extra-role service.

**Keywords:** Mindfulness, Empowering leadership, Proactive personality, Extra-role service, hotels

### ***3.1. Introduction***

The hospitality sector has specific characteristics that differentiate it from other types of business activity. The sector operates in a complex, dynamic, unpredictable environment (Madera et al., 2017; Wu and Chen, 2019) and has very heterogeneous, changing demand (Kang et al., 2020) and a production system that involves simultaneous delivery and consumption of service (Kim et al., 2020). Workers thus function in a context in which they perform multiple tasks, have constant close interaction with very diverse customers, and face difficult customers and unexpected and conflictive situations (Kang et al., 2020; Kim et al., 2020). Given these difficulties, customer satisfaction remains one of the keys to success in hospitality firms (Horng et al., 2016) and depends to a considerable extent on the behavior, commitment, and help employees show customers (Karatepe, 2013).

Employees' attitude and behavior in responding to the job characteristics mentioned above are key to the organization's success. The literature has analyzed workers' personality traits and these traits' impact on performance of both the individual and the organization. Proactive personality is one of the traits most studied. The theory of proactivity defines proactive personality as a personality trait related to personal initiative and proactive behavior (Crant, 2000). Proactive personality produces good results for the organization when it is stimulated (Wang et al., 2017). The literature indicates that proactivity enables management of workplace stress (Bakker et al., 2012) and helps proactive people commit to their jobs and seek solutions to the challenges they experience (Bakker et al., 2012; Wang et al., 2017). Proactive behavior in customer service also helps to prevent errors in service delivery (Wu and Chen, 2019). Having workers with this personality trait thus enables hospitality firms to respond to situations characteristic of the sector, for example, finding solutions to conflictive and unexpected occurrences, managing stress, or preventing errors.

Proactive personality trait that must be activated through contextual factors (Parker et al., 2006). Leadership style is one of the contextual factors that most strongly impacts workers' emotions, attitudes, and behavior (Avolio et al., 2004), and empowering leadership style promotes autonomous decision-making (Lin et al., 2019), self-control (Wu and Chen, 2015), and internal motivation in subordinates. Martin et al. (2013) draw on self-determination theory (Gagne and Deci, 2005) to explain how leadership behavior based on delegation of authority could help to develop proactive behavior by improving individuals' intrinsic motivation.

Research confirms empowering leadership as an effective style for hospitality organizations (Huertas-Valdivia et al., 2019). Empowering leadership basically involves granting employees autonomy (Sharma and Kirkman, 2015), and autonomy could distract them and direct their attention to stimuli that have nothing to do with the present moment, since the mind tends to wander (Good et al., 2016). Mindfulness practices could be useful in correcting this effect of workers' mental distraction, as they stabilize the mind in the present moment, providing control over attention and reducing the attention paid distracting information (Good et al., 2016). The management literature has thus approached the study of mindfulness (Good et al., 2016) by suggesting that the practice is linked to better workplace functioning (Glomb et al., 2011). Research confirms that mindfulness affects individual and organizational performance, innovation, decision-making, quality, and safety (Yu and Zellmer-Bruhn, 2018).

Not all studies stress the positive effects of mindfulness practices, however. Dane (2011) finds that the impact of mindfulness on task performance depends on both the environment in which the task is performed and the capability to perform it. It is thus worth asking what happens when workers must be able to focus less on the present moment so they can broaden their field of vision to identify customers' changing needs and identify and solve problems while delivering a service.

This study first attempts to answer this question and to understand how mindfulness practices influence workers' attention and motivation to engage in proactive behavior in a context like the hospitality sector--a sector that requires

workers to perform multiple tasks and negotiate complex and conflictive situations with customers when granted a high level of autonomy by an empowering leader. Second, this study attempts to explain how empowering leadership influences workers' performance in the sector through workers' proactive personality.

The application of mindfulness in job performance in the workplace remains largely unexplored (Dane, 2011). Our study contributes to the literature on the hospitality sector by deepening understanding of the context in which mindfulness can be appropriate to stimulate workers' proactive behavior. We also seek to shed light on the role that workers' proactive personality plays in the relationship between empowering leadership style and the results of this style: extra-role service.

The results of this study enable firms in the hospitality sector to understand: 1) how important it is for workers in contact with customers to have specific proactive personality traits that produce extra-role service behaviors to satisfy customers through little extras and immediate solutions to problems that arise; and 2) how mindfulness practices influence workers' proactive behaviors in a context of autonomy, that is, of empowering leadership.

To pursue these goals, the study is divided into five parts. Following this introduction, we review the literature and formulate the hypotheses. The third section explains the procedure followed to obtain the sample and measure the study constructs. The fourth section describes the analyses performed to contrast our study hypotheses. Finally, we discuss the results and present the main theoretical and practical research contributions

### ***3.2. Literature review***

#### ***3.2.1. Proactive personality***

Studies of proactive personality have increased in recent years and attempt to understand when workers behave proactively and what implications such behavior has both for them and for organizations (Bergeron et al., 2014).

Proactive personality is a relatively stable behavioral tendency of individuals to change their environment through proactive behavior (Bateman and Crant, 1993;

Bergeron et al., 2014; Parker et al., 2010), defined as motivated, conscious, goal-oriented behavior (Parker et al., 2010). The theory of proactive personality (Crant, 2000) indicates that proactive employees aspire to and exert effort to change the environment and/or themselves to achieve a different future (Parker et al., 2010).

People with high proactive personality work through their behavior to effect direct, intentional change in their current situation, essentially adapting the environment to themselves. Instead of waiting to respond to the elements in their work environment, they have an active orientation, seek information, explore the environment, and attempt to anticipate future opportunities (Thomas et al., 2010). Proactive attitude makes workers change or seek the best way to do their jobs (Bateman and Crant, 1993) and deliver their services.

People with low proactive personality, in contrast, remain passive and adapt to circumstances without imposing their views (Bateman and Crant, 1993). They are reactive and satisfied with maintaining their status quo in the organization (Buil et al., 2019). They do not seek opportunities for change but adapt to their work environments (Crant, 2000).

In complex, dynamic, unpredictable environments like those of hospitality firms (Madera et al., 2017), remaining competitive requires being proactive to develop behavior oriented to changes in the environment (Buil et al., 2019). In a sector as competitive as hospitality, and in such an uncertain environment, the key to successful firm performance is to satisfy customers' demands by providing creative products and services (Horng et al., 2016). Hotels must thus improve and innovate continuously to satisfy their customers and compete, and such action requires adopting proactive behaviors to change and improve.

### ***3.2.2. Extra-role service***

Proactive individuals have high levels of performance and great success in their careers (Fuller and Marler, 2009). More specifically, research has confirmed that proactive personality leads employees to commit themselves to their work more deeply than do other employees and to persist in the search for solutions to the challenges they face. This search for goals beyond the limits of their job

descriptions requires that workers achieve cognitive and affective immersion in their work (Wang et al., 2017) and extra behavior.

The literature has analyzed workers' behavior, differentiating between in-role and extra-role -or formalized and discretionary- behaviors (Raub and Robert, 2010). Whereas in-role behavior refers to the duties and responsibilities formally assigned as part of the work role, extra-role behaviors are discretionary and benefit the organization by going beyond the individual's formal job duties (Raub and Robert, 2010).

Extra-role service is the discretionary behavior of employees who go beyond their formal obligations to deliver truly outstanding service to customers (Bettencourt and Brown, 1997; Kang et al., 2020). The literature stresses the importance of employees having such discretion (Raub and Robert, 2010) to please customers by spontaneously offering little extras and attentions during service delivery in order to achieve a positive emotional response and satisfy the customer (Bettencourt and Brown, 1997).

Obtaining good results in a sector as competitive as the hospitality industry depends on satisfying the needs of a very heterogeneous clientele (Horng et al., 2016), as expectations, perceptions, and experiences can vary significantly from customer to customer and over time. Hotel service is known to involve simultaneous delivery and consumption of the service, producing very close interaction between frontline employees and customers during service delivery and requiring employees' ability to handle unexpected situations. Further, in contexts of uncertainty and interdependence like those of the hospitality sector, employees must go beyond their formally defined work roles (Griffin et al., 2007). Extra-role service is especially important on the frontline in hotels to enable these organizations to respond to customers' demands. If they do not that is, if job positions are very narrowly defined employees have little incentive to go beyond their role to solve problems that may arise. Extra-role behaviors are thus crucial in this sector, where employees must take the initiative to satisfy the demands of very heterogeneous customers by pleasing customers and handling unexpected situations (Kang et al., 2020).

On the one hand, extra-role service is a free, voluntary, spontaneous behavior (Bettencourt and Brown, 1997). This means that it is a discretionary behavior that makes workers go beyond their formal obligations in interaction with the customer. On the other hand, the literature has identified the individual's proactive personality as a personality trait that translates into intentional behaviors that aim to anticipate and respond to elements of the environment (Buil et al., 2019).

In both cases, the common denominator is employees' initiative. Employees who have proactive personality will have sufficient initiative to adopt behavior oriented to anticipating the future and seeking improvements for themselves and/or the organization. For such improvement-oriented initiative to materialize in positive results, such as delivering excellent service and/or resolving a contingency, workers must voluntarily develop behaviors that go beyond their formal job description. Proactive personality will be useless if employees are limited to performing the tasks described in their job description when these tasks may be insufficient to delivering the service. We can thus reason that people who are anxious enough to try to anticipate the circumstances of the environment will also have sufficient initiative to develop the behaviors needed to act on this anxiety and respond to their circumstances. That is, we can expect that individuals' proactive personality will positively influence the performance of extra-role behaviors in response to the multiple needs and contingencies customers pose. We therefore establish the following hypothesis.

**Hypothesis 1.** The employee's proactive personality is positively related to extra-role service.

### ***3.2.3. Empowering leadership***

Both proactive behavior and extra-role service require some initiative and discretion on the part of workers. Workers may or may not take initiative--may or may not have proactive personality. If they do not have proactive personality, it is difficult for them to perform extra behaviors to satisfy the customer, whereas having this trait will enable them to engage in such behavior. It is important to consider, however, that workers function in a context that conditions the degree to which they will be able to develop proactive personality.



One of the contextual elements that most strongly influences workers' behavior is leadership style (Martin et al., 2013). Hospitality management research is currently focusing on leadership styles due to their impact on the firm's success (Huertas-Valdivia et al., 2019). In the hospitality sector, flattening of structures, increased teamwork, and increase in requirements to satisfy customers are making it necessary for these firms to stress empowering leadership (Lin et al., 2019), which has been identified as one of the most effective leadership styles (Huertas-Valdivia et al., 2019).

Empowering leadership style involves a series of behaviors oriented to individuals or whole teams that delegate authority to employees, promoting employees' autonomous decision-making, training, sharing, and requesting information (Sharma and Kirkman, 2015). Such leaders eliminate bureaucratic constraints and increase employees' confidence that performance will be significantly important (Ahearne et al., 2005). Empowering leadership improves intrinsic motivation and frees employees' potential to take initiative and make positive changes in their work roles (Martin et al., 2013). If employees feel empowered, they will be able to make autonomous, independent decisions about how to achieve the desired results (Spreitzer, 1995).

The hospitality sector involves heterogeneous and changing demand, as well as frequent use of numerous policies and practices. In this case, empowering leadership is a good solution to enable employees who deliver service to become involved in innovative spontaneous behavior that extends beyond routine tasks (Raub and Robert, 2012).

Individuals' proactive behavior requires a minimum of autonomy (Rank et al., 2007), a quality empowering leaders provide. Under this leadership style, employees can express their opinions and make suggestions about better ways to do their jobs, developing autonomy at work while performing their tasks (Crant, 2000). According to Deci and Ryan (1985), the more individuals perceive that they have autonomy, the more initiative they will take in work-related situations. In fostering empowering leadership, the exchange of knowledge between leader

and employee, leaders value employees' initiative and contribution, motivating employees' proactive personality and desire to learn new things and do their jobs in the best way possible (Martin et al., 2013).

Empowering leadership thus involves giving subordinates the capability to make autonomous decisions, an approach related to the employee's proactive attitude, characterized by initiative in seeking options for improvement. Based on the foregoing, we establish the following hypothesis:

**Hypothesis 2.** Empowering leadership is positively related to the employee's proactive personality.

#### **3.2.4. Mindfulness**

The management literature has recently focused on the concept of mindfulness due to its positive impact on human functioning (Brown et al., 2007). Hyland et al. (2015) define mindfulness as a state of consciousness in which individuals focus on the present moment, attend to phenomena occurring both outside and within them, and remain open to and accepting of observed stimuli. In essence, mindfulness can be defined as attention and consciousness that focus on the present moment (Brown and Ryan, 2003).

Some studies indicate that mindfulness benefits the workplace, for example, in social relations, task commitment, and job performance (Glomb et al., 2011). Another advantage is self-regulation, as mindfulness prevents employees from thinking or behaving mechanically or senselessly. Thus, mindfulness influences emotional intelligence, self-care, and psychological well-being (Brown et al., 2007).

As little theory has developed how mindfulness fosters or inhibits task performance in the workplace, it is too soon to assume that mindfulness is beneficial in all situations (Dane, 2011). For researchers such as Dane (2015), mindfulness is beneficial in some situations but is not necessarily the ideal psychological state for all work-related tasks and situations (Mason and Reinholtz, 2015). For example, in analyzing the conditions under which mindfulness is related to task performance, Dane (2011) observes that the influence of

mindfulness on task performance depends on the environment of the task and level of experience with the task, issues that condition the type of relationship. Similarly, Glomb et al. (2011) indicate that contextual job characteristics are a determining factor in the role of mindfulness in job performance. They argue that mindfulness is diametrically opposed to organizational cultures that value working fast, multitasking, and being very busy. Multitasking is a characteristic of employees in hotel firms.

As mentioned above, mindfulness involves attending to the present moment, or to what is happening at this moment, instead of to future problems and demands or past experiences (Smallwood and Schooler, 2015). But nearly any job involves moments, circumstances, or tasks in which focusing on the present moment is not essential to job performance (Dane, 2015). Situations may even exist in which distancing oneself from the present moment has the benefit of what is called mind wandering, the psychological state in which the mind withdraws from the environment of the stimulus (Smallwood and Schooler, 2006).

In the hospitality sector, we find situations, such as delivering a service following the rules or not overloading workers with additional job tasks, in which mindfulness would be the ideal state for focusing workers' full awareness and attention on the present moment to avoid mind wandering. For Bennett and Robinson (2000), we can understand from this perspective why mind wandering has been considered as a threat to performance and even to workers' behavior, since it involves the worker's disconnect from present thoughts and associated events. In specific circumstances, however, mind wandering can be positive (Dane, 2015). It can remind people of unachieved goals (Mason and Reinholtz, 2015), help them to anticipate and plan the future (Mooneyham and Schooler, 2013), and enable them to generate creative ideas (Baird et al., 2012). Mind wandering can thus serve workers well, especially in cases where it is key to strengthening their proactive personality and associated behaviors. Much literature on proactive personality suggests that proactive people obtain good results due to their prospective nature (Parker et al., 2010), raising the question whether the inherent focus on the present encouraged by mindfulness initiatives is beneficial

(Bajaba et al., 2018). Similarly, Fetterman et al. (2010) find that mindfulness is negatively associated with impulsiveness.

Based on all of the foregoing, we see that mindfulness affects the relationship between empowering leadership and employees' proactive personality. Proactive personality tends to be motivated internally to make changes oriented to the future (Parker et al., 2010), whereas mindful people are aware and tend to be adaptive, receptive, and oriented to the present (Bowlin and Baer, 2012). We therefore propose the following hypothesis.

**Hypothesis 3.** Mindfulness moderates the relationship between empowering leadership and the employee's proactive personality such that this relationship is weaker when the level of mindfulness is stronger.

### ***3.2.5. The mediating role of proactive personality***

This study argues that employees' proactive personality is one of the main mechanisms through which empowering leaders influence extra-role service in the hospitality sector.

Hospitality firms must continually face very heterogeneous and variable demand, and delivering a service involves multiple customer-employee contacts with continuous service delivery demands and potential for problems. Having workers with the initiative to make decisions oriented to delivering excellent customer service is thus decisive. Yet workers who have initiative but lack the autonomy to make decisions will not be useful to the organization. We can thus find that hotel managers who adopt empowering leadership styles have a positive impact on the development of their workers' proactive behaviors.

The literature shows mixed results on the relationship between empowering leadership and extra-role service (Auh et al., 2014).

Our study holds that empowering leaders influence extra-role service behavior. For workers to perform an extra-role service behavior, they must be flexible enough to adapt to the variability that arises in demands from their customers (Auh et al., 2014). Such flexibility is achieved under an empowering leader, since empowering leaders provide workers with the autonomy and freedom needed to

make decisions that impact service delivery (Ahearne et al., 2005). In addition to flexibility, research confirms that employees who are empowered by their bosses are committed to making additional effort oriented to customers (Lin et al., 2019).

If leaders share power, enabling employees to participate in decision-making, employees will be more willing to perform extra-role behaviors. The combination of proactive personality and empowering leadership could increase the effects of empowering leadership on extra-role service. We thus articulate the following hypothesis.

**Hypothesis 4.** Proactive personality mediates the relationship between empowering leadership and extra-role service.

### ***3.3. Methodology***

#### ***3.3.1. Data and sample***

This study used a convenience sample (Etikan et al., 2016) composed of contact employees who had regular interactions with customers (concierges, reservations agents, front desk staff, reservations managers, and front desk managers). Frequent and intense contact with customers was the main requirement for including these employees in the sample.

The data were obtained between December 2018 and September 2019 via email questionnaires and questionnaires delivered in person at hotels located in Spain. We asked respondents to answer anonymously, assured them of the confidentiality of the information provided, and indicated that there were no right or wrong answers to the survey questions. These measures were designed to make the employees feel confident in answering frankly. A total of 361 employees participated in the study.

The questionnaires obtained were quite representative of the hospitality industry's diversity in terms of star ratings (1 hotel did not specify its category, 3 had one star, 11 two stars, 85 three stars, 144 four stars, and 117 five stars), type of management (3% were managed as franchises, 11% were independently

managed, and the remaining 86% were hotel chains), and gender (49% were women, of whom 33% held university degrees; 51% were men, of whom 23% held university degrees). Respondents' average age was 31 and their average organizational tenure 4 years; most of the employees (94%) held indefinite contracts.

### **3.3.2. Measures**

To measure the constructs, we used scales previously developed in the literature, as these scales had been used and contrasted for reliability, factor structure, internal consistency, convergent validity, and discriminant validity.

**Empowering leadership** is the independent variable in our model. We adapted Ahearne et al.'s (2005) scale to measure it. This scale contains five items measured by a 7-point Likert scale where 1="strongly disagree" and 7="strongly agree". Two items were deleted due to factor loadings of less than 0.5 (Hair et al., 2010). The factor loadings ranged from 0.705 to 0.846, and the scale's validity was confirmed with a Cronbach's alpha of 0.815.

**Proactive personality** is a mediator variable in our model. We employed a four-item scale applied in proactivity studies (Seibert et al., 2001; Wu et al., 2018) from Bateman and Crant (1993). A 7-point Likert scale where 1="strongly disagree" and 7="strongly agree" was used to measure proactive personality. Factor loadings for proactive personality ranged from 0.715 to 0.847. A Cronbach's alpha of 0.838 confirmed the scale's validity.

**Extra-role service** is the dependent variable in our model. We adapted Bettencourt and Brown's (1997) scale to measure extra-role service. This scale includes five items measured by a 7-point Likert scale where 1="strongly disagree" and 7="strongly agree". Factor loadings ranged from 0.746 to 0.891, and the scale's validity was confirmed with a Cronbach's alpha of 0.905.

**Mindfulness** is the moderator variable in our model. To assess this variable, we adapted Brown and Ryan's (2003) scale, which includes ten items measured by a 7-point Likert scale where 1="strongly disagree" and 7="strongly agree". One item was deleted due to factor loadings of less than 0.5 (Hair et al., 2010). Factor

loadings for mindfulness ranged from 0.736 to 0.863, and the Cronbach's alpha of 0.92 confirmed the scale's validity.

**Control variables.** Prior studies suggest that demographic data on employees, such as gender and age, are associated with employees' extra-role customer service (Garg and Dhar, 2016; Karatepe, 2013). We therefore included these factors as control variables, coded as follows: gender (1=feminine, 2=male), age (1=20 years old or younger, 2=21-25, 3=26-30, 4=31-35 and so on to 9=over 55), and position (0=non-managerial, 1=managerial).

### **3.4. Analysis and results**

To perform the data analysis, we used Statistical Package for the Social Sciences (SPSS) software, version 24, as this software facilitates data collection and organization; and the statistical software package EQS 6.1 to confirm the reliability and validity of the measurement instruments. To test the relationships proposed, we used regression analysis with the PROCESS macro for SPSS (Hayes, 2013) with 10,000 samples based on the biased-corrected bootstrap method with a 95% confidence interval. More specifically, the study employed model, No. 1, and model, No. 4 from Hayes (2013) PROCESS templates.

#### **3.4.1. Measurement model evaluation**

##### **3.4.1.1. Reliability and validity**

To examine construct validity, we performed confirmatory factor analysis. All factor loadings were significant ( $t > 1.96$ ;  $p < 0.05$ ) - greater than 0.5 - and individual reliability was above 50% for all but three items (two assessing empowering leadership, one assessing mindfulness), which were eliminated. Table 5 shows the values for the mean, standard deviation, average variance extracted (AVE), composite reliability (CR), and square root of AVE for the variables and the pair-wise correlations between the variables. The AVEs were greater than 0.5 for all variables (AVE EL=0.6861, AVE PP=0.673, AVE Extra-role service=0.7287, AVE Mindfulness=0.6128; see Table 5). In addition, the CRs of all variables were greater than 0.7 (Table 5), confirming convergent validity. As

the square root of the AVE for each construct was greater than any correlation (Table 5), discriminant validity was also confirmed. Confirmatory factor analysis yielded the values of normed  $\chi^2=2.07$ , RMSEA=0.054, NFI=0.84, NNFI=0.9, and CFI=0.91, demonstrating that the model fit the data well.

**Table 5. Mean value, standard deviation, convergent and discriminant validity, and correlation of all variables**

	Mean	SD	AVE	CR	1	2	3	4	5	6	7
1. Age	4.461	1.7744	-	-	-						
2. Gender	1.500	0.5000	-	-	0.103**	-					
3. Occup	7.32	4.563	-	-	0.004	0.161***	-				
4. EL	5.8938	1.09352	0.686	0.868	-0.086	-0.145***	-0.1*	0.828			
5. PP	5.4654	1.00839	0.673	0.892	-0.052	-0.079	-0.011	0.361***	0.820		
6. Extrar	5.9994	1.04057	0.729	0.931	-0.002	-0.131**	-0.208***	0.291***	0.349***	0.854	
7. Mindf	5.5100	1.01965	0.613	0.934	-0.1***	-0.086	-0.086	0.519***	0.434***	0.4***	0.783

Note: 4. EL -Empowering Leadership; 5. PP - Proactive Personality; 6. Extrar - Extra-role service; 7. Mindf - Mindfulness \*p<0.1; \*\*p<0.05; \*\*\*p<0.01

### 3.4.1.2. Correlation analysis

The results show that empowering leadership was negatively and significantly related to gender ( $r=-0.145$ ,  $p<0.01$ ) and occupation ( $r=-0.1$ ,  $p<0.01$ ), and positively and significantly related to proactive personality ( $r=0.361$ ,  $p<0.01$ ), extra-role service ( $r=0.291$ ,  $p<0.01$ ), and mindfulness ( $r=0.519$ ,  $p<0.01$ ). Proactive personality was positively and significantly related to extra-role service ( $r=0.349$ ,  $p<0.01$ ) and mindfulness ( $r=0.434$ ,  $p<0.01$ ). Extra-role service was negatively and significantly related to gender ( $r=-0.131$ ,  $p<0.05$ ) and occupation ( $r=-0.208$ ,  $p<0.01$ ) but positively and significantly related to mindfulness ( $r=0.4$ ,  $p<0.01$ ).

### 3.4.1.3. Results of hypothesis testing

Hypothesis 1 states that proactive personality is positively related to extra-role service. Simple linear regression (see Table 6) supports this hypothesis, showing positive association between proactive personality and extra-role service ( $\beta=0.353$ ,  $p<0.01$ ), in agreement with the results of the correlation analysis. Among the control variables, only occupation was negatively and significantly related to extra-role service ( $\beta=-0.044$ ,  $p<0.01$ ).

Hypothesis 2 proposes that empowering leadership is positively related to proactive personality, while Hypothesis 3 predicts that mindfulness moderates the



relationship between empowering leadership and proactive personality. The moderation model analyzed using PROCESS MACRO (Model 1) examines the impact of empowering leadership (independent variable), mindfulness (moderator variable), and their interaction on proactive personality. We therefore tested Hypotheses 2 and 3 in one step. The results (see Table 6) reveal a positive and significant effect of empowering leadership on proactive personality ( $\beta=0.5684$ ,  $p<0.01$ ), providing empirical support for Hypothesis 2 (which agrees with the results of the correlation analysis).

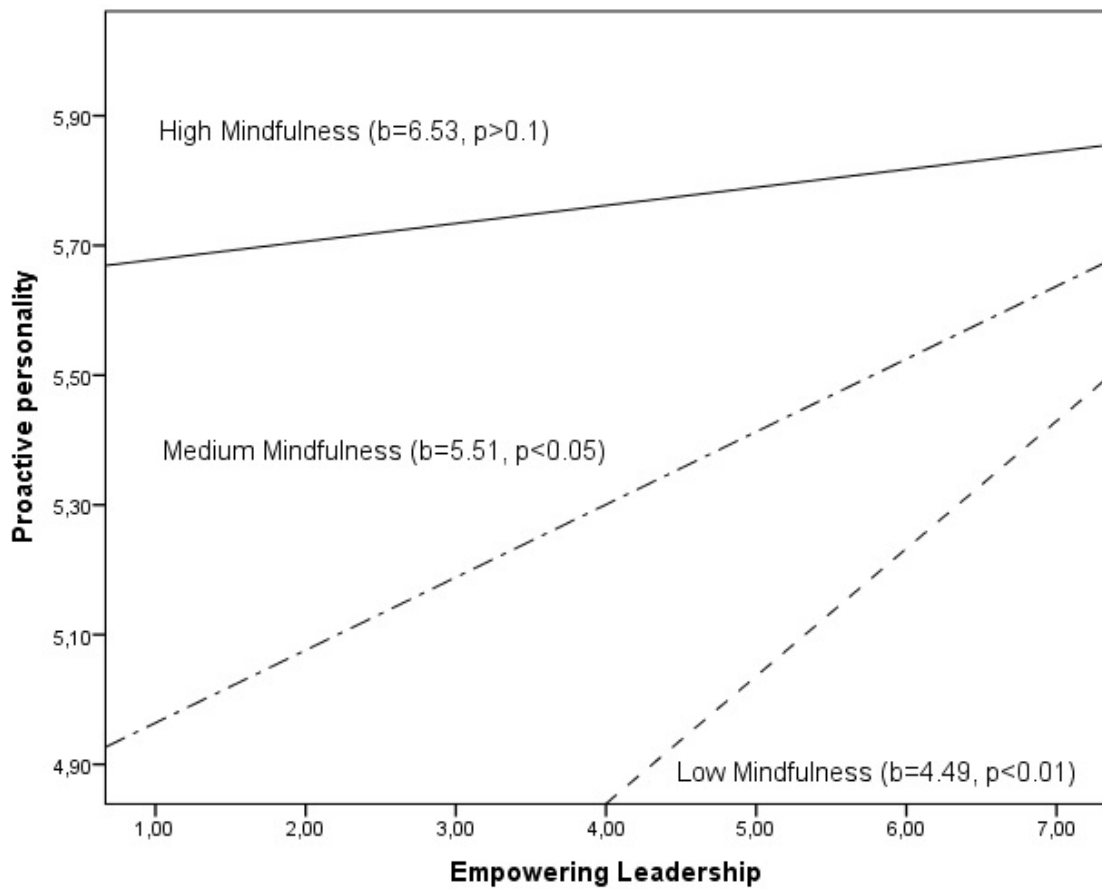
We then assessed whether the result met the conditions for evidence of a significant negative moderating effect (Baron and Kenny, 1986). First, we confirmed the significant influence of empowering leadership on proactive personality by testing Hypothesis 2. Second, we found a significant relationship between the moderator variable (mindfulness) and proactive personality ( $\beta=0.7835$ ,  $p<0.01$ ). Third, we tested for a significant negative effect of the interaction between the independent variable and the moderating variable on proactive personality. We found support for this third condition, as we obtained a negative and significant effect of the interaction term empowering leadership and mindfulness on proactive personality ( $\beta=-0.0828$ ,  $t=-2.7806$ ,  $p<0.01$ ), as Table 6 illustrates. Therefore, Hypothesis 3 was supported.

**Table 6. Results**

	<b>Coefficient</b>	<b>SE</b>	<b>t</b>	<b>P</b>	<b>Model R<sup>2</sup></b>
<b>Direct effects EXT as DV</b>					
Constant	4.562	0.354	12.886	0.000	0.17
Age	0.014	0.029	0.496	0.620	
Gender	-0.157	0.103	-1.527	0.128	
Occupation	-0.044	0.011	-3.933	0.000	
Proactive personality	0.353	0.050	7.061	0.000	
<b>Moderation results (PROCESS Model 1)</b>					
<b>Direct effects PP as DV</b>					
Constant	0.5441	0.842	0.6462	0.5185	0.2325
Age	0.002	0.0267	0.0758	0.9396	
Gender	-0.0539	0.0964	-0.5594	0.5762	
Occupation	0.0085	0.105	0.8145	0.4159	
Empowering leadership	0.5684	0.152	3.7402	0.0002	
Mindfulness	0.7835	0.1698	4.6147	0.0000	
EL x Mindfulness	-0.0828	0.0298	-2.7806	0.0057	

To understand this interaction pattern, we plotted the predicted values of proactive personality for high, medium, and low levels of empowering leadership and mindfulness (Figure 2). The results show that higher levels of empowering leadership increase proactive personality when mindfulness is lower and vice versa.

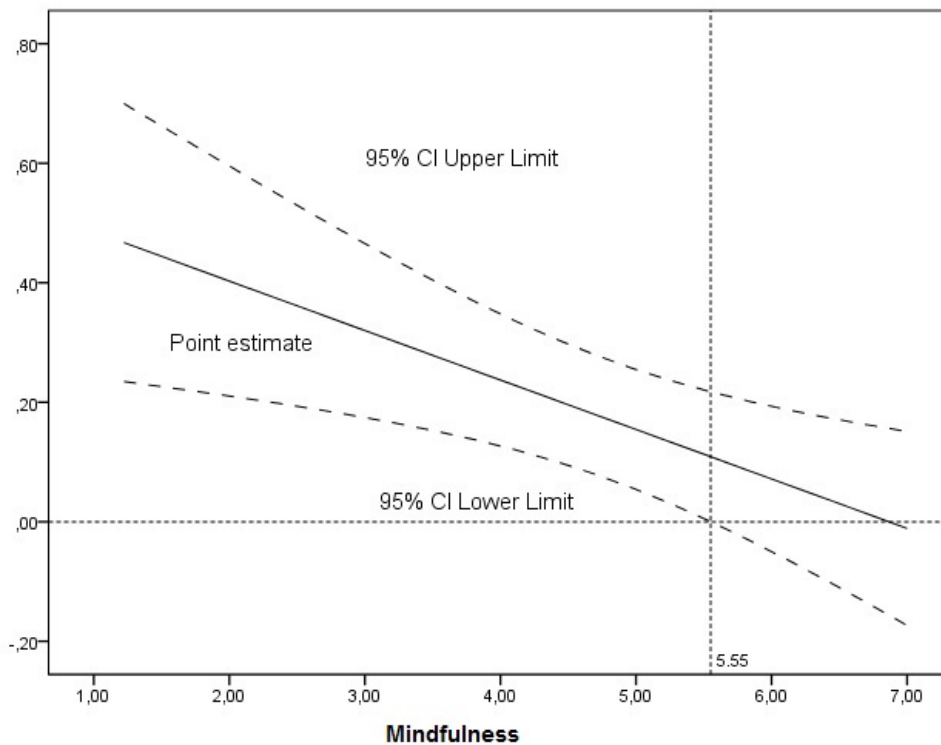
**Figure 2. Moderation of mindfulness in the empowering leadership-proactive personality relationship**



To investigate the interaction of empowering leadership and mindfulness on proactive personality, we plotted the ranges of the moderator, where empowering leadership is a significant predictor of proactive personality with a 95% confidence band, applying the Johnson and Neyman technique.

The graph in Figure 3 suggests that the relationship between empowering leadership and proactive personality becomes non-significant as mindfulness exceeds 5.55.

**Figure 3. Plot of influence of empowering leadership on proactive personality vs. moderator (mindfulness) with region of confidence bands**



#### **3.4.1.4. Mediation analysis**

The mediation effect of proactive personality inherent in the proposed model was examined following the Preacher and Hayes (2008) bootstrapping procedure (see Table 7), which estimates the significance of the indirect effect. Bootstrapping obtains a sampling distribution of the indirect effect in order to obtain confidence intervals (CIs) by resampling with replacement. CIs that do not include zero are evidence of significant indirect effects (Shrout and Bolger, 2002). The analyses conducted showed a significant direct effect of empowering leadership on proactive personality (a effect=0.3299,  $p < 0.01$ ), a direct effect of proactive personality on extra-role service (b effect=0.2939,  $p < 0.01$ ), and an indirect effect through proactive personality (indirect effect=0.097, CI. 95=0.0468, 0.1681; CI using a 10,000 bootstrap sample does not include 0). Examination of the remaining direct effect of empowering leadership on extra-role service (c' effect=0.1569,  $p < 0.01$ ) indicated partial mediation (Baron and Kenny, 1986), as

the empowering leadership - extra-role service path remained significant. Hypothesis 4 was thus supported.

**Table 7. Mediation results (PROCESS Model 4)**

<b>Mediation model</b>					
	<b>Coefficient</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>Model R<sup>2</sup></b>
<b>Direct effects PP as DV</b>					
Constant	3.6096	0.3672	9.8303	0.000	0.132
Age	-0.0104	0.0283	-0.3677	0.7133	
Gender	-0.0595	0.1022	-0.5824	0.5607	
Occupation	0.0064	0.0111	0.581	0.5616	
Empowering leadership	0.3299	0.0463	7.1269	0.000	
<b>Direct effects EXT as DV</b>					
Constant	3.8643	0.4126	9.3646	0.000	0.1926
Age	0.0197	0.0282	0.6973	0.4861	
Gender	-0.123	0.1019	-1.2064	0.2285	
Occupation	-0.0409	0.0111	-3.6973	0.0003	
Empowering leadership	0.1569	0.0493	3.1824	0.0016	
Proactive personality	0.2939	0.0528	5.56	0.000	
<b>Indirect effect</b>	<b>Effect</b>	<b>Boot SE</b>	<b>Boot LLCI</b>	<b>Boot ULCI</b>	
EL on EXT via PP	0.097	0.0305	0.0468	0.1681	

Note:  $N=361$ . Boot=Bootstrapped result, LL= Lower limit, UL=Upper limit, CI= Confidence interval; Bootstrap sample size=10000.

### 3.4.1.5. Post-hoc analysis

In a post-hoc analysis, we tested whether stronger mindfulness would decrease the indirect relationship between empowering leadership and extra-role service through proactive personality. Table 8 shows that the conditional indirect effect was weaker under conditions of high mindfulness (effect=0.0082; CI. 95=-0.0334, 0.0578; CI using a 10,000 bootstrap sample included 0), and stronger under conditions of low mindfulness (effect=0.0578; CI. 95=0.0258, 0.1036; CI using a 10,000 bootstrap sample did not include 0). Likewise, the index that establishes the difference between high and low conditional effects -the index of moderated mediation- indicated that both effects differ significantly from each other (Index=-0.0243; CI. 95= -0.0491, -0.0068; CI using a 10,000 bootstrap sample did not include 0). Taken as a whole, the moderated mediation implicit in the proposed model was tested following the steps proposed by Preacher et al. (2007). First, we tested the significant effect of empowering leadership on extra-role service. Second, we found that significant interaction between empowering leadership and mindfulness in predicting proactive personality was verified. Third, the results

provided support for different conditional indirect effects of empowering leadership on extra-role service through proactive personality across low and high levels of mindfulness, demonstrating moderated mediation.

**Table 8. Results of moderated mediation analyses (PROCESS: model 7)**

<b>Moderated Mediation model</b>					
	<b>Coefficient</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>Model R<sup>2</sup></b>
<b>Direct effects PP as DV</b>					
Constant	0.5441	0.842	0.6462	0.5185	0.2325
Age	0.002	0.0267	0.0758	0.9396	
Gender	-0.0539	0.0964	-0.5594	0.5762	
Occupation	0.0085	0.105	0.8145	0.4159	
Empowering leadership	0.5684	0.152	3.7402	0.0002	
Mindfulness	0.7835	0.1698	4.6147	0.0000	
EL x Mindfulness	-0.0828	0.0298	-2.7806	0.0057	
<b>Direct effects EXT as DV</b>					
Constant	3.8643	0.4126	9.3646	0.0000	0.1926
Age	0.0197	0.0282	0.6973	0.4861	
Gender	-0.123	0.1019	-1.2064	0.2285	
Occupation	-0.0409	0.0111	-3.6973	0.0003	
Proactive personality	0.2939	0.0528	5.565	0.0000	
Empowering leadership	0.1569	0.0493	3.1824	0.0016	
<b>Bootstrapping results for conditional indirect effect (via PP)</b>					
	<b>Effect</b>	<b>Boot SE</b>	<b>Boot LLCI</b>	<b>Boot ULCI</b>	
Mindfulness (Low)	0.0578	0.0194	0.0258	0.1036	
Mindfulness (High)	0.0082	0.0232	-0.0334	0.0578	
<b>Index of moderated mediation</b>	-0.0243	0.0107	-0.0491	-0.0068	

Note:  $N=361$ . Boot=Bootstrapped result, LL= Lower limit, UL=Upper limit, CI= Confidence interval; Bootstrap sample size= 10,000. High and low mindfulness was operationalized as one standard deviation above and below the mean score.

### 3.5. Discussion

Based on the impact of mindfulness on the workplace (Glomb et al., 2011), we developed and tested a model to explain how mindfulness practices influence contact workers' proactivity in a context of autonomy granted by empowering leadership. This relationship is important in the hospitality sector due to its value for developing proactive behavior to enable employees to face the sector's particularities (Buil et al., 2019) dynamicity of environment, heterogeneity of demand, and simultaneous delivery and consumption of the service. The results show that mindfulness practices do not influence workers' proactive personality positively in a context of empowering leadership. We confirm that attention to and full awareness of the present moment are not the best practice in a hospitality context, where workers must be able to withdraw their attention from the current moment to explore new ideas to respond to situations not previously defined.

On the other hand, given the difficulty and importance of customer satisfaction in the hospitality sector, the literature has studied antecedents of extra-role customer service and confirmed that such service is crucial to satisfying heterogeneous customers, pleasing them, and handling unexpected situations (Kang et al., 2020). The results show that workers' proactive personality positively influences extra-role service. Workers with proactive personality will have sufficient initiative first to analyze the work environment and then to develop autonomy and voluntarily perform additional tasks that aim to give customers unsolicited extras, while simultaneously performing additional activities to solve problems.

Based on the assumption that proactive personality is an antecedent of extra-role service (Griffin et al., 2007), our study explores what factors can activate this personality trait. Since the main factors underlying empowering leadership are those most compatible with the development of proactive personality (Martin et al., 2013), we analyze the relationship between empowering leadership and proactive personality, an important relationship due to the need to understand the mechanisms that activate proactivity in individuals--that is, to identify the circumstances that make people develop their initiative. Our results indicate that empowering leadership style positively influences workers' proactive personality; workers whose boss grants them autonomy in decision making feel more motivated and stimulated to take initiative in their jobs, initiative that aims to deliver better service by making improvements in service delivery and/or to solve mishaps that arise while delivering service. The results also indicate that workers' proactive personality mediates the relationship between empowering leadership and extra-role service.

Based on these findings, we develop the following theoretical and implications.

### ***3.5.1. Theoretical implications***

This study makes various theoretical contributions to study of the antecedents and effects of hospitality sector workers' behavior and its impact on organizational performance. First, we show that mindfulness is negatively related to workers' proactive personality in a context of empowering leadership. Prior

studies have established a positive effect of mindfulness in the workplace (Glomb et al., 2011), although other studies indicate that this effect depends on the context and the task (Dane, 2011). Our study confirms the latter argument and indicates that mindfulness practices, combined with a context of autonomy, are counterproductive when one seeks to develop proactive behaviors reflected in extra-role service. By focusing on the present moment, mindfulness inhibits the principle of exploring ideas that underlies proactive behavior. This finding is logical and consistent with the prior literature (Dane, 2015; Dane, 2011; Mason and Reinholtz, 2015) and advances understanding of the effects of mindfulness on workers who must be proactive due to the hospitality sector's characteristics and who work in a context of decision-making autonomy.

Second, the literature has identified supervisors' behavior as one of the key elements affecting workers' performance (Buil et al., 2019). Empowering leadership has been positively related to various work-related results, including in-role and extra-role behaviors and employees' self-leadership and creativity (Hassi, 2019). Empowered workers will be more competent and capable of influencing their results (Lorinkova et al., 2013), and workers who perceive that they have more autonomy (that is, empowered workers) will take more initiative (Deci and Ryan, 1985). Martin et al. (2013) found that empowering leadership gave employees a sense of competence and autonomy, accentuated their intrinsic motivation, and unleashed proactive behavior. Further, employees need flexibility to adapt to variable demand and be able to develop extra-role behaviors, and empowering leadership style can facilitate this flexibility (Auh et al., 2014). Auh et al. (2014) find that empowering leadership has a positive impact on employees, giving rise to extra-role behavior. The results of our study are consistent with the literature and enable us to understand the influence of proactive personality and empowering leadership on extra-role service. Satisfying customers' needs is key to hospitality firms' success (Hornig et al., 2016), and proactive personnel have become essential in this sector (Fuller and Marler, 2009; Presbitero and Teng-Calleja, 2017). Proactive people are more committed to their work (Bakker et al., 2012), and commitment has been considered as an important factor determining extra-role service (Karatepe, 2013). Joo and Lim (2009) analyzed the relationship between proactive personality and intrinsic motivation, and Raub and Robert

(2010) indicated that both in-role and extra-role behaviors are the result of different motivation processes. Buil et al. (2019) identified proactive personality as one of the traits influencing in-role and extra-role behaviors.

### ***3.5.2. Practical implications***

The results of this research have several implications for hotel managers. First, this study enables managers to understand how to intervene to obtain better customer service and thus customer satisfaction. Hotels can benefit from hiring proactive people for positions involving contact with the customer. Research has confirmed that proactive people provide better results for the organization because they take initiative, whereas non-proactive people are passive, reactive, and satisfied with their status quo. With the right stimuli, proactive workers will take more initiative and increase customer satisfaction and/or resolve contingencies that arise.

Second, to provide the right stimuli for workers, hotels will benefit from hiring empowering leaders. An empowering leader will give workers the autonomy needed to adopt the decisions that arise from their initiatives. Further, such autonomy will influence aspects of the individual, such as intrinsic motivation, that unleash greater effort and involvement in one's work. Hospitality firms must recognize that the combination of proactive workers and empowering leaders will impact extra-role service with great benefits for satisfying and loyalizing customers.

Finally, firms in the hospitality sector must be careful with specific tendencies that may seem very positive but are not advisable in all situations, jobs, or tasks. For example, mindfulness practices must be evaluated beforehand, as they will not always be useful. Specifically, mindfulness is not advisable if one seeks to foster employees' proactive personality. Mindfulness shows employees that they should not overload themselves with additional tasks, but success the hospitality sector depends to a great extent on the worker's initiative to identify changes, solve problems, and accept the challenges of the environment by identifying opportunities. Hospitality firms should not use mindfulness practices in jobs that



require proactive behavior, as it is not a suitable practice for developing proactive personality.

### ***3.5.3. Limitations and future lines of research***

Like all research, this study has limitations. The first is the use of self-report questionnaires to measure employees' perceptions by asking them about their jobs and reactions to them. Future studies could adopt a dyadic perspective to analyze the opinions of both managers and frontline employees. Future studies could also include more objective measures to minimize any effects of response bias. Second, this is a cross-sectional empirical study. Longitudinal research would provide more information on the probable cause and facilitate better understanding of the relationships explored here. Finally, this study focuses on hotel employees in a single country. Additional research could analyze other countries to provide more extensive information on the effects of empowering leadership and proactive personality on extra-role service, and on the impact of mindfulness practices on proactive personality. Despite these limitations, our study shows how and why to improve employees' extra-role behavior and provides hotel managers with information on this issue so that they can make more informed decisions.

### ***3.5.4. Conclusions***

This study represents one approach to analyzing the influence of mindfulness practices on hotel employees in contact with customers. Specifically, we stress that mindfulness as a practice oriented to improving workplace conditions does not have the desired benefits in positions that require imaginative solutions, such as frontline hospitality employees, who must be able to respond quickly and creatively to complex and unpredictable situations that arise for customers. Rather, it is in the absence of mindfulness practices that we observe a positive relationship of empowering leadership and proactive personality to extra-role service.

### 3.6. Appendix chapter 3

**Table 9. Scales used chapter 3**

<b>Construct</b>
<b>Empowering leadership. Ahearne et al. (2005)</b>
EL1. My boss explains the general goals we are trying to achieve
EL2. My boss teaches employees how to solve problems
EL3. My boss shares important responsibilities with employees
EL4. My boss gives employees freedom to work
EL5. My boss permits employees to make important decisions
<b>Proactive Personality. Bateman and Crant (1993)</b>
PP1. I am always looking for ways to improve
PP2. If I see something I don't like, I fix it
PP3. I excel at identifying opportunities
PP4. If I believe in an idea, nothing will stop me from making it reality
<b>Extra role service. Bettencourt and Brown (1997)</b>
EXT1. I voluntarily attend customers even though it means doing more than my job requires
EXT2. I help customers solve their problems above and beyond what is expected or required
EXT3. When serving customers, I often do things beyond my obligations
EXT4. I am happy to go beyond my responsibility so that the customer is satisfied
EXT5. I often go beyond the limits of my job responsibilities to help a customer
<b>Mindfulness. Adapted from Brown and Ryan (2003)</b>
MIND1. It is easy for me to stay concentrated on what I am doing
MIND2. I don't jump into actions without focusing sufficient attention on them
MIND3. I listen to members of my team while doing other things at the same time
MIND4. I am not preoccupied with the future or the past
MIND5. I pay attention to things while doing them
MIND6. I do not criticize members of my team for having irrational or inappropriate thoughts or emotions
MIND7. Most of my thoughts or emotions are accurate
MIND8. I am aware of my thoughts and feelings without identifying with them too much
MIND9. I am nice to members of my team when things turn out badly
MIND10. I experience moments of peace and tranquility even when things get rough and stressful

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# **CAPÍTULO 4. EFFECTS OF EMPOWERING LEADERSHIP UNDER BOUNDARY CONDITIONS IN THE HOSPITALITY INDUSTRY**

## ***Abstract***

This study tests the positive effects of empowering leadership (ELSH) under boundary conditions in the hospitality industry. We propose the existence of an interactive process through which ELSH behaviors interact with employees' personality type to condition their engagement, which in turn influences their extra-role service behavior. We use data from 294 employees and structural equation modeling. The results show that the interaction of ELSH with employees' independent and interdependent personality is negatively related to their engagement. This decrease in engagement is then reflected in decreased extra-role service behaviors due to the positive relationship between engagement and extra-role service. These findings suggest that self-construal is a significant boundary condition capable of changing the positive relationship between ELSH and engagement to a negative one. Not considering this relationship when establishing a leadership strategy such as ELSH in the hospitality context could render efforts to achieve the goal of high-quality service ineffective.

**Keywords:** Empowering leadership, Extra-role service, Engagement, Independent self-construal, Interdependent self-construal, Boundary conditions.

#### ***4.1. Introduction***

The battle for customers in the hospitality sector has been intensifying in recent years. The proliferation of digital lodging platforms, such as Airbnb, requires hotels to focus on what makes them unique relative to alternatives: professional service available to guests 24/7 that can adapt to their needs (Huertas-Valdivia et al., 2021). This effort to customize service focuses the industry's interest on frontline employees' capability to solve problems with autonomy and adapt their roles to provide personalized service (Jha and Nair, 2008; Zhu et al., 2019). Extra-role service includes a set of proactive employee behaviors, beyond the obligations of employees' roles, that enable hotels to deliver guests service that aligns with their expectations (Garg and Dhar, 2016; Karatepe, 2015; Karatepe et al., 2013; Kim et al., 2009). Extra-role service is by definition a discretionary employee behavior (Bettencourt and Brown, 1997); that is, it is not specified as an in-role task or linked to formal compensation systems (Garg and Dhar, 2016). This combination (which is essential to being competitive but merely discretionary) justifies the industry's interest in determining what underlies employees' intention whether or not to engage in extra-role service (Huertas-Valdivia et al., 2018). Some authors have indicated that employee engagement sets in motion a process of internal motivation that makes employees willing to become involved in extra-role service (e. g., Karatepe, 2013a; Kim and Koo, 2017; Zhu et al., 2019). Achieving more engaged employees has thus been presented as a way to attain extra-role service (Orlowski et al., 2021).

Employee engagement is a state in which motivation is linked to the employee's job activity. According to previous studies, engagement sets in motion a process of internal motivation that increases employees' willingness to become involved in extra-role service (e. g., Karatepe, 2013a; Kim and Koo, 2017; Orlowski et al., 2021; Zhu et al., 2019). It can be difficult, however, to achieve engaged employees in the hospitality sector. Some studies explain this difficulty as a consequence of rigid leadership or strongly hierarchical command structures (e. g., Huertas-Valdivia et al., 2021, 2019b; Wu et al., 2021; Yu et al., 2021), and

some authors view empowering leadership (ELSH) as one of the most promising leadership styles for solving this problem (e. g., Boukis et al., 2020; Hassi, 2019; Hoang et al., 2021; Huertas-Valdivia et al., 2019b; Lin et al., 2020). For these authors, the main value of ELSH for the sector is unquestionably its capacity to respond to one of the challenges of hotel work: getting employees to be autonomous and effective when they face highly changing service interactions that are difficult to standardize (Boukis et al., 2020; Hoang et al., 2021; Huertas-Valdivia et al., 2019b). But considering ELSH as a useful leadership style for solving this problem in the hospitality industry requires in-depth determination of whether specific conditions commonly present in the work context condition ELSH's effects.

Ultimately, determining the potential of ELSH to affect key results for organizations (e. g., engagement or extra-role behavior) requires not only knowing the processes through which these results can be improved but also identifying the other processes in which ELSH will not have positive effects, or may even have negative ones. From an organizational behavior research point of view, there is a clear need to identify the different ways in which ELSH is related to employees' behavior and therefore affects their performance. Previous research has shown mixed results when studying the relationships between ELSH and different employee behaviors. For example, the results of Cheong et al. (2016) showed that ELSH can have a paradoxical effect, both enabling and burdening, on employee in-role performance, leading the authors to suggest that employee traits should be investigated as a possible explanation for these mixed results. On the other hand, the work of Raub and Robert (2010) found contradictory results when studying the influence of ELSH on in-role service behavior (direct and significant relationship) and extra-role service behavior (no significant direct relationship), suggesting that a better understanding of the impact of ELSH on organizations requires new approaches that consider its challenging nature for individuals. More recently, Byun et al. (2020) suggested that the positive effects of ELSH may disappear in the presence of certain boundary conditions in the work context, for example, performance pressure. In their review of the effects of ELSH, Cheong et al. (2019) have also encouraged researchers to consider boundary conditions present in the workplace as a possible explanation for contradictory research results. Research

thus still lacks a clear conclusion about when ELSH may or may not benefit organizational results. In the hospitality industry, more specifically, some authors have indicated the need to deepen understanding of the boundary conditions applied to the effects of leadership, identifying this need as currently one of the main research gaps concerning leadership in hospitality and tourism (e. g., Buil et al., 2019; Guchait et al., 2020). While this gap has been addressed for other styles of leadership (see Buil et al. [2019], for example, which analyzes boundary conditions capable of determining the effects of transformational leadership on hotel employees) and moderators have been sought to strengthen its positive effects (e. g., Aryee et al., 2019; Lin et al., 2020), a style like ELSH, so promising for hospitality, has not yet has been tested while considering the possibility that an interactional perspective could jeopardize or invert the positive effects of ELSH on hospitality workers. What happens when the undeniably positive effects of ELSH are analyzed under boundary conditions present in the work environment? Will ELSH be equally effective when it interacts with different employee personality types?

Our study seeks to answer these questions by responding to some authors' call to deepen understanding of the boundary conditions applied to the effects of leadership in the hospitality sector. To fill this gap, we go beyond previous research to understand whether the positive relationship between ELSH, engagement, and extra-role service can be influenced—even determined—by the interaction of a boundary condition such as the employee's self-construal. In studying self-construal theory (SCT), Markus and Kitayama (1991) present two types of personality: independent and interdependent. These types direct individuals' behavior and goals in different directions. Independent self-construal leads employees to focus on self-promotion, prioritizing their own goals. Interdependent self-construal, in contrast, promotes coordination with others to fulfill tasks and achieve collective goals, subordinating personal to collective goals (Wei et al., 2012; Wu and Chen, 2019). We expect the interaction of these two types of employee self-construal with ELSH behavior that seeks to show the employee how to self-lead to condition the known positive effects of ELSH on employees' engagement (e. g., Gyu Park et al., 2017; Hoang et al., 2021; Huertas-

Valdivia et al., 2019b, 2018; Raub and Robert, 2013; Wihuda et al., 2017; Zhang and Bartol, 2010; Zhou et al., 2018).

Our study makes several contributions that we explain in detail in the Discussion section. Our main contribution identifies employee self-construal as a boundary condition that can determine the effects of a leadership style. This contribution extends the general literature on ELSH and offers plausible explanations of the mixed results obtained during the study of this leadership style's effects on employee work performance (Byun et al., 2020; Cheong et al., 2019, 2016; Raub and Robert, 2010). We also extend Self-construal Theory (Markus and Kitayama, 1991) by proposing that inconsistency between the employee's self-construal and the work conditions created by the leadership style could act as a demotivating factor. Regarding the hospitality literature, our work addresses the need to advance research on leadership in the hospitality sector (Buil et al., 2019; Guchait et al., 2020). In so doing, we provide evidence of the importance of including interaction processes between leadership effects and employee characteristics, as these processes can produce crucial results in the hospitality industry, such as extra-role service (Guchait et al., 2020; Luo et al., 2019).

Next, we describe the theoretical framework from which we develop the study hypotheses. Subsequently, we present the research methodology, data analysis, and results obtained. Finally, we explain our conclusions and discuss the main study findings, as well as their theoretical and practical implications. We also indicate the limitations and future lines of research derived from our study.

## ***4.2. Literature review***

### ***4.2.1. Social Learning Theory***

Social learning theory (SLT) (Bandura, 1997) explains how leaders can influence cognitive learning processes and thus followers' behavior through role modeling. That is, in a social environment like the workplace, employees can change their behavior or learn new conduct by observing the behavior of others. Among the various opportunities for social learning, the possibility of learning from the leader through role modelling stands out due to the leader's position of

power, greater competence recognized by others, and special position or status (Amundsen and Martinsen, 2014).

From a theoretical perspective, development of ELSH has been inspired primarily by SLT (e. g., Amundsen and Martinsen, 2014; Arnold et al., 2000). SLT is useful for explaining the process underlying the determination of employees' behavior and attitudes as based on those of the leader. For example, it is useful in understanding the process that forms each employee's will to commit to discretionary behaviors, such as extra-role service, under conditions of ELSH.

In line with this perspective, empowering behavior by the empowering leader (EL) could serve as a model to determine employees' motivation to engage with the goals of service quality that the hotel pursues (e. g., extra-role service).

#### ***4.2.2. Self-Construal Theory***

SCT, proposed by Markus and Kitayama (1991), holds that individuals' different interpretations of themselves condition their motivation and behaviors. Self-construal is the concept that people manufacture of their own individuality. It represents the extent to which individuals perceive themselves as different from or connected to others. The authors distinguish two types of self-construal. The first, independent self-construal, is based on belief in the "uniqueness of each person's configuration of internal attributes" (Markus and Kitayama, 1991, p. 226). It drives individuals to follow their own feelings, cognitions, and values, stressing their singularity (Kwon and Mattila, 2015). Interdependent self-construal, in contrast, is based on the belief that individuals are connected to their social context. Interdependent self-construal drives individuals to seek associations with others by collaborating on collective interests and obligations. It ultimately stresses their belonging to the group rather than their singularity (Wu et al., 2018).

In analyzing the creation and maintenance of self-construal in the individual, different authors agree that, while both personality types (independent and interdependent) coexist in each person, the characteristics of the context can stimulate the predominance of one type or the other (e. g., Markus and Kitayama, 1991; Wei et al., 2012; Wu et al., 2018). Since independent and interdependent self-construal lead employees to develop different cognitions, motivations, and

behaviors, each of these types can also direct employees' attention to specific goals and behaviors consistent with their self-definition and with the work environment (Markus and Kitayama, 1991; Wu et al., 2018). The work context created through the leader's behavior (e. g., ELSH behaviors aimed at showing employees how to self-lead) could therefore condition the relative strength/weakness of independent or interdependent self-construal in each employee, in turn conditioning the employee's behaviors and goals.

Based on SCT, we propose that empowering behavior by the EL could interact with employees' independent vs. interdependent self-construal to condition their engagement.

#### ***4.2.3. ELSH and engagement***

Hotel work is performed in an environment with distinctive characteristics that justify the special attention paid to the leadership style used. In hospitality, service is constructed from employee-guest interactions conducted in a highly changeable and intensely competitive work context that makes standardization difficult (Huertas-Valdivia et al., 2019b). Employees' skill in solving problems autonomously has thus become a key element guaranteeing organizations' competitiveness in the sector (Wu and Chen, 2015). This need to achieve employees who face service problems autonomously has made ELSH especially significant in both hospitality practice and hospitality research (Lim and Ok, 2021).

ELSH has been defined as a process through which leaders model behavior for followers through their own actions, showing their followers the way to self-lead (Amundsen and Martinsen, 2014; Arnold et al., 2000) and granting followers "more power and freedom of choice in decisions" (Huertas-Valdivia et al., 2019b, p. 404) to foster their participation and collaboration. The EL gives followers the support they need to make them feel capable of handling responsibilities effectively, strengthening their sense of security in themselves and in their capabilities (Ahearne et al., 2005; Hon and Chan, 2013; Lin et al., 2020). ELs thus foster their followers' autonomy and self-development, delegating authority and permitting employees to assume a self-leadership role that helps them to face the



contingencies that can arise during service to increasingly demanding guests (Hallin and Marnburg, 2008; Huertas-Valdivia et al., 2019b). One result of the greater employee autonomy promoted by ELSH is an increase in employees' engagement. Greater autonomy enables employees to feel that they control their work. This feeling gives meaning to their labor (Paek et al., 2015), leading to a high degree of identification and energy when they perform their tasks (Gyu Park et al., 2017) and ultimately to greater engagement.

For Schaufeli et al. (2002), engagement is a positive motivational state that endures over time and is characterized by the vigor, dedication, and absorption an individual feels while working. These three dimensions characterize the behavior of engaged employees. Vigor refers to the high levels of energy and persistence employees demonstrate when performing their tasks; dedication indicates their enthusiasm and inspiration; and absorption signals the intense concentration employees experience, which can even make them feel that time is passing faster when they are working. Research has shown that ELSH correlates positively with greater employee engagement in the hospitality sector (e. g., Gyu Park et al., 2017; Hoang et al., 2021; Huertas-Valdivia et al., 2019b, 2018; Raub and Robert, 2013; Wihuda et al., 2017; Zhang and Bartol, 2010; Zhou et al., 2018). For example, Zhou et al. (2018) found a positive relationship between ELSH and engagement, which in turn encouraged a reduction in service sabotage behavior among hotel employees in China. For Wihuda et al. (2017), the positive influence of ELSH on the engagement level of frontline employees in hotels in Indonesia can explain their innovative behavior during service. Finally, Huertas-Valdivia et al. 's (2019b) study of the effects of different leadership styles on Spanish hotel employees reports that ELSH has a greater effect on employee engagement than do other leadership styles, such as paradoxical or servant leadership.

As in these prior studies, we expect our data to confirm a positive relationship between ELSH and employee engagement. Ultimately, in line with SLT, we expect ELSH attitudes and behavior to serve as a model for the EL's followers. We thus expect that the possibility for self-leadership that ELSH demonstrates to employees will enable employees to give their work meaning, facilitating greater

identification, energy, and absorption in performance of their tasks—and ultimately greater commitment. Based on these arguments, we propose that:

**Hypothesis 1.** ELSH is positively related to the employee’s level of engagement.

Nevertheless, our study aims to go beyond this relationship by establishing boundary conditions based on SCT. To do so, we develop deeper understanding of ELSH by analyzing its effects under conditions present in the work context, such as the employee’s self-construal.

#### ***4.2.4. Interaction between independent self-construal and ELSH, and their relationship to engagement and extra-role service***

When ELSH provides employees with participative goals, authority, and autonomy to act according to their own judgment, it promotes their collaborative attitude toward solving problems and helping autonomously through exchange of knowledge (Ahearne et al., 2005; Huertas-Valdivia et al., 2018; Lin et al., 2020). For Amundsen and Martinsen (2014), ELSH behaviors that enhance employees' learning and autonomy either lead to a more collaborative helpful attitude toward problem solving during performance of their tasks or hinder achievement of organizational objectives. Employees’ independent self-construal, in contrast, emphasizes their feeling of distinction or singularity, not of collaboration, leading them to pursue personal rather than organizational goals (Lu and Gilmour, 2007; Markus and Kitayama, 1991). We propose that this contradiction between the goals of ELSH and independent self-construal can decrease rather than increase employees’ level of commitment to the organization.

Based on SCT, independent self-construal represents the way employees see themselves as different from others. Independent self-construal drives employees to shape their behavior based on their thoughts and feelings (Wei et al., 2012), giving greater importance to their personal and professional growth than to collective goals (Lu and Gilmour, 2007). Independent self-construal leads employees to put aside the construction of cooperative and helping behaviors, as well as orientation or training dedicated to improving processes, tasks, or teams (Markus and Kitayama, 1991; Wu et al., 2018). In this case, all the employee’s

vigor, dedication, and absorption are directed to achieving personal and professional goals, relegating collaborative or group goals to second place. Because the behavior of employees with independent self-construal is oriented to personal achievement and not duty (Wu et al., 2018), the interaction between this personality type and the impetus of ELSH to motivate employees to work autonomously toward participative or collaborative goals can jeopardize the employee's intrinsic motivation. This dichotomy could impact the employee's engagement negatively, thus also negatively impacting extra-role service.

Based on the foregoing, we expect the interaction between independent self-construal and ELSH to decrease level of engagement. Employees' independent self-construal directs their behaviors to personal goals, whereas ELs seek to build a work environment oriented to achieving common goals. Lack of shared goals will decrease employees' levels of vigor, dedication, and absorption—their engagement—due to lack of interest in shared goals. Based on these arguments, we propose that:

**Hypothesis 2a.** The interaction between independent self-construal and ELSH is negatively related to the employee's level of engagement.

#### ***4.2.5. Interaction of interdependent self-construal and ELSH, and their relationship to engagement and extra-role service***

One of the characteristics of ELSH most highlighted in the literature is that leaders adopting this style share their power with employees. The leader trusts employees' capability and grants them the power to make their own decisions, delegating complex, challenging tasks to them (Ahearne et al., 2005) and motivating them to take risks without consulting the leader (Huertas-Valdivia et al., 2019b). Employees' interdependent self-construal, in contrast, stresses the feeling of connection, of belonging to a group (Markus and Kitayama, 1991), suppressing their interest in standing out individually and emphasizing relationships with and connection to others (Wu et al., 2018). We propose that the risk and responsibility that ELs delegate may be oppressive for employees with interdependent self-construal and may thus reduce their level of engagement.

From SCT, we know that interdependent self-construal is characteristic of employees who see themselves as part of a group rather than as differentiated from others (Markus and Kitayama, 1991). Highly interdependent employees coordinate their efforts with others and trust their co-workers' abilities to fulfill their tasks and achieve goals. Highly interdependent employees are thus more likely to become involved in situations consistent with their type of self-construal (Wu et al., 2018). Based on interdependent self-construal, employees will consider the opinions, feelings, and interests of the group's members before acting (Wei et al., 2012). In other words, an interdependent employee needs others' approval before making significant decisions and may thus experience anxiety and insecurity when facing substantial risks (Cross and Vick, 2001). Since the behavior of employees with interdependent self-construal is linked to the group (Wu et al., 2018), the interaction of their personality type with the decision-making autonomy and authority granted by the EL can decrease engagement.

Based on the foregoing, we expect that the EL's sharing of power with employees by delegating challenging tasks to them and requiring them to make risky decisions will generate insecurity and anxiety in followers with interdependent self-construal. The interaction between interdependent self-construal and ELSH will thus decrease the levels of vigor, dedication, and absorption with which these employees face their tasks. In other words, it will decrease their engagement. Based on these arguments, we propose that:

**Hypothesis 2b.** The interaction between interdependent self-construal and ELSH is negatively related to the employee's level of engagement.

#### ***4.2.6. Engagement and extra-role service***

The influence of ELSH on employee engagement in hospitality organizations goes beyond the benefits inherent in having engaged employees. ELSH is especially important in the hospitality context due to engagement's capacity to influence employees' extra-role service behaviors, which help hotels to improve service quality and thus to compete.

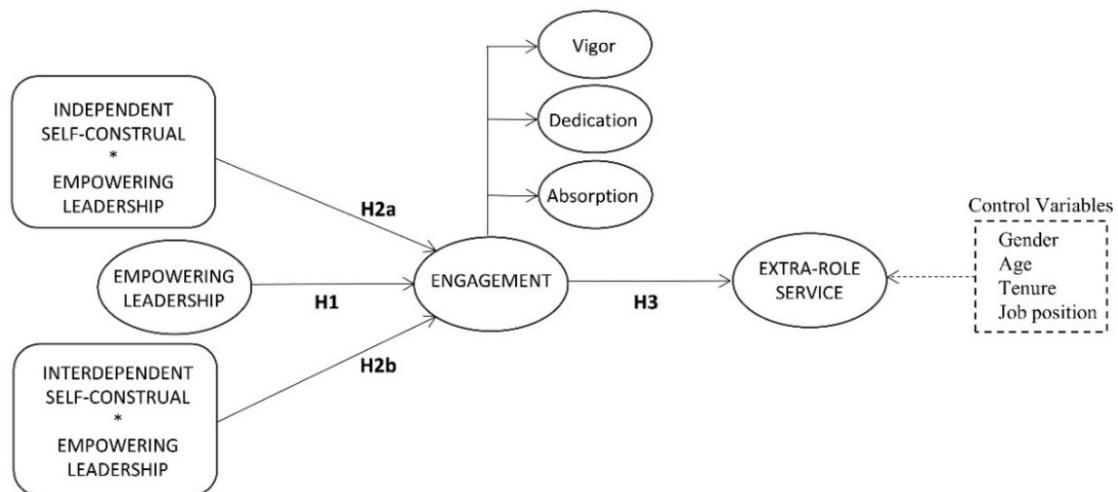
Extra-role service is a discretionary behavior that leads employees to face service interactions by acting beyond their in-role obligation to achieve full satisfaction of guests' demands (Bettencourt and Brown, 1997). The discretionary character of extra-role service places (or will place) in the employee's hands an element key to improving the quality of hospitality service and thus to improving hospitality organizations' competitiveness (Huertas-Valdivia et al., 2019a; Zhu et al., 2019). Understanding what encourages vs. inhibits extra-role service is thus crucial for the hospitality industry. Prior studies have suggested that employee engagement has positive effects on extra-role service. In a study of 224 employees in small Palestinian hotels, Karatepe (2013) found a positive relationship between engagement and extra-role service due to the greater concentration, dedication, and physical energy that engaged employees invest in service interactions. For Kim and Koo (2017), greater engagement implies greater connection to the work role itself, which translates into increased innovative service behaviors such as extra-role service. Zhu et al. (2019) also reported a positive relationship between employees' engagement and extra-role behaviors, arguing that engagement's capacity to increase employees' willingness to become involved in discretionary behaviors makes engagement an antecedent of extra-role service. Further, research suggests that engagement can mediate the relationship between ELSH and the emergence of creative employee behaviors to solve problems (Lee et al., 2018; Tian and Zhang, 2020) or increase adaptive performance (Kaya and Karatepe, 2020).

Ultimately, based on these prior findings, we expect employees' engagement to be positively related to their extra-role service behavior. Thus:

**Hypothesis 3.** A positive relationship exists between engagement and extra-role service.

Figure 4 represents the research model developed from the theoretical framework analyzed.

**Figure 4. Research model**



### 4.3. Methodology

#### 4.3.1. Data and sample

Addressing our research question required conducting a survey, because the public information needed to test our proposed model was not available. We collected data from a convenience sample of hotel employees in Spain who were in frequent contact with customers (Huertas-Valdivia et al., 2019b). Our sample included positions such as front desk clerks (47.28%), reservations and sales agents (23.47%), restaurant personnel (12.24%), concierge staff (10.88%), and other positions (6.12%) that attend customers directly.

We developed the questionnaire by adopting items from existing scales. In addition to using scales validated by previous studies, we pretested the survey with three academic experts trained in methodology to identify potential problems and weaknesses that our team might have overlooked. The experts evaluated the survey and commented on it. We then considered and implemented their suggestions. To avoid common method bias (CMB), the survey was anonymous and included a cover letter explaining its aim and guaranteeing confidentiality of the respondents' answers. To mitigate potential bias created by respondents giving what they thought was the right answer, respondents were also told that the survey questions had no right or wrong answers (Podsakoff et al., 2003). The variables were not introduced in the hypothesized order, and the names of the variables

were not presented in the survey. Every measurement scale was concise to avoid terms that might seem ambiguous to the respondents (Podsakoff et al., 2003). To ensure that CMB was not a problem, we tested for possible common method variance statistically using Harman's factor analysis as well as the procedural methods proposed by Podsakoff et al. (2003). The results show that a single factor extracts 31.75% of the total variance. Since this amount is far less than 50%, we establish that common method variance does not affect the data (Podsakoff and Organ, 1986). We also assessed measurement model fit through confirmatory factor analysis (e. g., Castillo et al., 2021a, 2021b) and the correlations between variables, neither of which detected a problem caused by common method variance (Gutierrez-Gutierrez et al., 2018; Volberda et al., 2012). Based on these results, the potential effects of CMB are not substantial.

We administered the survey by email and in person and obtained data from a total of 381 employees. After discarding responses with missing values, we were left with a sample of 294 valid questionnaires.

We received surveys from personnel working in different hotel categories with different star ratings, and the breakdown of the respondents by gender and academic training was similar to that of Spain's hospitality industry in general (Huertas-Valdivia et al., 2018). The employees who completed the survey worked for hotels with up to 5 stars (1.02% from 1-star hotels, 3.06% from 2-star hotels, 22.45% from 3-star hotels, 41.50% from 4-star hotels, and 31.97% from hotels 5-star hotels). The hotels belonged to the following categories: 1.70% were franchises, 10.54% were independently managed, and 87.76% belonged to a hotel chain. The respondents' profiles were as follows: 47.96% were women, and 52.04% were men; 9.18% had completed primary or secondary education, 32.65% had pursued some higher education (Bachelor's or equivalent), 49.32% held an undergraduate degree, and 8.84% held a graduate degree.

#### ***4.3.2. Measures***

To measure the items, we adapted scales that had been used and validated, employing Likert scales ranging from 1 to 7 (1 "disagree completely" and 7 "agree

completely”). We followed the criteria of Benitez et al. (2020) in specifying our variables as reflective, since all variables are behavioral concepts.

***Empowering leadership ELSH*** was evaluated by five indicators adopted from Martin et al. (2013). ELSH evaluates the extent to which leaders share responsibilities and power with employees. To ensure construct reliability, we calculated Dijkstra-Henseler’s rho ( $\rho_A$ ) and Cronbach’s alpha, which took values of 0.834 and 0.829, respectively. Both these values are higher than the recommended threshold of 0.707.

***Independent self-construal*** was evaluated using 7 indicators adopted from Wu et al. (2018). This item evaluates the extent of employees’ independence in meeting their objectives. The scale from Wu et al. (2018) had 10 items, of which 3 were not supported by the data in the context of our study (these items had loadings considerably below the suggested minimum). The unsupported indicators were removed, as the construct was conceptualized as reflective and its significance did not change with omission of these indicators. The reliability of this construct was guaranteed by its Dijkstra-Henseler’s rho ( $\rho_A$ ), which took a value of 0.868, and its Cronbach’s alpha, which took a value of 0.866 (both values are greater than recommended minimum of 0.707).

***Interdependent self-construal*** was evaluated by 9 indicators adopted from Wu et al. (2018). This item evaluates the extent of employees’ interdependence in meeting the firm’s objectives. The scale by Wu et al. (2018) had 10 items, but we removed one due to its distance from the minimum threshold of 0.707. As the construct is reflective, its significance was not compromised. We checked Dijkstra-Henseler’s rho ( $\rho_A$ ) and Cronbach’s alpha, which took values of 0.907 and 0.904, respectively. Both of these values exceed the recommended threshold of 0.707.

***Engagement*** is a reflective second-order construct evaluated by 3 dimensions adopted from the scale developed by Schaufeli et al. (2002). These 3 dimensions—vigor, dedication, and absorption—were evaluated by 6, 5, and 4 indicators, respectively. Engagement evaluates the extent of employees’



commitment to their job in terms of vigor, dedication, and absorption. Again, to ensure this construct's reliability, we checked that both Dijkstra-Henseler's rho ( $\rho_A$ ) and Cronbach's alpha were higher than 0.707 (they took values of 0.888 and 0.876, respectively). We also confirmed reliability of the dimensions, obtaining Dijkstra-Henseler's rho ( $\rho_A$ ) values of 0.893, 0.891, and 0.866 and Cronbach's alpha values of 0.891, 0.886, and 0.860 for vigor, dedication, and absorption, respectively.

*Extra-role service* was evaluated by 5 indicators adopted from the scale developed by Bettencourt and Brown (1997). This scale has been used previously in hospitality research to evaluate the extent to which employees perform tasks and engage in behavior that goes beyond their job responsibilities (e. g., Huertas-Valdivia et al., 2019a; Karatepe, 2013b; Karatepe et al., 2013; Rescalvo-Martin et al., 2021; Yavas et al., 2018). As for engagement, we confirmed the construct's reliability by checking that both the Dijkstra-Henseler's rho ( $\rho_A$ ) and the Cronbach's alpha values were above the suggested threshold of 0.707. The tests obtained values of 0.897 and 0.887, respectively.

*Control variables* we identified variables that could influence the main model relationships and included them in this study to control for their effects on extra-role service. We selected employee-centered control variables, because our research focuses on behaviors at the individual level and it has been suggested that some individual characteristics affect employees' attitudes and behavior (Becker, 1964). Following previous studies in hospitality research (e. g., Elche et al., 2020; Huertas-Valdivia et al., 2019b, 2018; Kaya and Karatepe, 2020; Rescalvo-Martin et al., 2021; Ribeiro et al., 2018; Shum et al., 2020; Zhu et al., 2019), we controlled for gender, tenure, age, and job position. One plausible reason is that accumulated knowledge due to the employee's age and tenure in a given job makes it easier for the employee to accumulate knowledge and skills, whereas feminine gender may produce a stronger inclination to care for guests. These variables thus give employees access to different working conditions and personal resources to perform extra-role service successfully. Gender was measured as a dummy variable (0 = women; 1 = men). Tenure was measured as the number of

months an employee had been working at their job. Age indicated employees' age, using the following categories: 1=20 years old or under, 2=21-25, 3=26-30, 4=31-35, and so forth to 9=over 55 years old. Job position refers to the employee's job position, which in our study included positions such as front desk clerks (47.28%), reservations and sales agents (23.47%), restaurant personnel (12.24%), and concierge staff (10.88%), as well as other positions (6.12%) that attend customers directly.

#### ***4.4. Empirical analysis and results***

We used partial least squares (PLS) path modeling to test the proposed model. PLS is a well-developed structural equation modeling (SEM) estimation method (Henseler et al., 2016). It is appropriate for this study for the following reasons. First, PLS provides consistent estimations for evaluating model fit (Henseler et al., 2016). Second, our study is composed of reflective measures that may be estimated consistently with PLS by correcting for attenuation in the construct value correlations using a method called PLSc (Benitez et al., 2020; Dijkstra and Henseler, 2015). Third, data need not follow a multivariate normal distribution to be evaluated with PLS (Chin et al., 2003). Finally, PLS is a well-established method in this field and has been employed in numerous studies (e. g., Müller et al., 2018). We used the statistical software package Advanced Analysis for Composites (ADANCO) 2.1.1. Professional for Windows (<http://www.composite-modeling.com>) (Henseler, 2017) and followed the most current guide to PLS method, the method published in Benitez et al. (2020).

First, we conducted a statistical power analysis to determine whether the proposed model had sufficient statistical power (Benitez et al., 2020). The largest number of predictors in our model was 8 (the extra-role service construct receives 8 relationships in the structural model). Assuming a medium effect size ( $f^2=0.150$ ), this model requires a minimum sample size of 108 to achieve a power of 0.8 and an alpha of 0.05 (Cohen, 1992a). As our sample is composed of 294 hotel employees, the study sample was larger than the minimum required. It demonstrated sufficient statistical power for evaluating the proposed relationships (Benitez et al., 2020).

#### 4.4.1. Measurement model evaluation

##### 4.4.1.1. Confirmatory factor analysis

We performed confirmatory factor analysis to test whether the model's fit empirically supported the structure of our reflective constructs in the proposed model and whether the number of constructs and assignment of indicators to constructs was appropriate (Henseler et al., 2015). To perform this analysis, we evaluated the discrepancies between the empirical matrix and the correlation matrix implicit in the saturated model at first- and second-order levels (Benitez et al., 2020; Henseler et al., 2015) by analyzing the standardized square root mean residual (SRMR), unweighted least squares distance ( $d_{ULS}$ ), and geodesic distance ( $d_G$ ) (Henseler et al., 2016). To confirm appropriateness of the measurement structure, the SRMR should generally be lower than 0.08 (Henseler, 2017) and the value of the discrepancies lower than the 99% quantile of the bootstrap discrepancies. In our model, the SRMR value was 0.053 at first-order level and 0.006 at second-order level. The value of the discrepancies was below the 99% quantile (HI99) of the bootstrap discrepancies (Henseler et al., 2016). These results suggest that the proposed model has good properties and should be not rejected based on an alpha level of 0.01. Table 10 displays the evaluation of overall model fit from the confirmatory factor analysis.

**Table 10. Results of the confirmatory factor analysis (saturated model)**

Discrepancy	First-order level			Second-order level		
	Value	HI <sub>99</sub>	Conclusion	Value	HI <sub>99</sub>	Conclusion
SRMR	0.053	0.057	Supported	0.006	0.059	Supported
$d_{ULS}$	2.787	4.313	Supported	0.000	0.035	Supported
$d_G$	1.304	126.091	Supported	0.001	0.036	Supported

##### 4.4.1.2. Evaluation of the measurement properties

Since all of our model constructs are conceptualized as reflective, we must analyze composite and indicator reliability; and content, convergent, and discriminant validity (Benitez et al., 2020). We confirmed content validity for our constructs by using scales validated in prior research (Pavlou and El Sawy, 2006). To evaluate composite reliability, we tested whether Dijkstra-Henseler's  $p_A$  was

greater than 0.707, indicating that more than 50% of construct variance was explained by the latent variable (Benitez et al., 2020). The Dijkstra-Henseler’s  $\rho_A$  values of our variables ranged from 0.834 to 0.906. As all values were greater than 0.707, we confirm composite reliability.

We tested convergent validity using the constructs’ average variance extracted (AVE). The AVEs of our constructs ranged from 0.486 to 0.710. All values were above (or very slightly below) the suggested threshold of 0.50, indicating convergent validity<sup>3</sup>.

To test for reliability of the indicators and dimensions (i. e., at second-order level), we evaluated indicator and dimension loadings and their significance level. Loading values should generally be greater than 0.707 (Chin et al., 2020), but the most current standards affirm that values slightly below 0.707 are not problematic when construct validity and reliability are ensured. All indicator and dimension loadings in our model (which range from 0.786<sup>\*\*\*</sup> to 0.938<sup>\*\*\*</sup>) exceeded 0.707 or were slightly below this threshold and significant, except for ACI1, ACI2, ACI10 (pertaining to independent self-construal), ACD2 (pertaining to interdependent self-construal), ENG16, and ENG17 (pertaining to the absorption dimension of engagement). As these 6 indicators did not meet the criteria, they were dropped from the analysis. The final indicator loadings ranged from 0.557<sup>\*\*\*</sup> to 0.899<sup>\*\*\*</sup>. Table 11 presents the results of the measurement model evaluation.

**Table 11. Measurement model evaluation at first- and second-order level**

Cod.	Construct/indicator	$\rho_A$	AVE	Weights	Loadings
<b>ELSH</b>		0.833	0.492		
<b>LE1</b>	My supervisor explains the overall goals we are trying to achieve			0.270 <sup>***</sup>	0.800 <sup>***</sup>
<b>LE2</b>	My supervisor gives employees the freedom to work on their own			0.273 <sup>***</sup>	0.736 <sup>***</sup>
<b>LE3</b>	My supervisor shares important responsibilities with his/her employees			0.241 <sup>***</sup>	0.650 <sup>***</sup>
<b>LE4</b>	My supervisor gives employees the freedom to work on their own			0.251 <sup>***</sup>	0.676 <sup>***</sup>
<b>LE5</b>	My supervisor lets employees make important decisions			0.235 <sup>***</sup>	0.632 <sup>***</sup>
<b>Independent self-construal</b>		0.872	0.486		
<b>I believe that...</b>					

<sup>3</sup> The AVE of ELSH is 0.492, and the AVE of independent self-construal is 0.486. Both values are extremely close to the threshold of 0.50. Although these values are slightly lower than the recommended value of 0.500, Fornell and Larcker (1981) suggested that “on the basis of  $\rho_n$  (composite reliability) alone, the researcher may conclude that the convergent validity of the construct is adequate, even though more than 50% of the variance is due to error” (p. 46). As can be observed in our results, all Dijkstra-Henseler’s  $\rho$  and Cronbach’s  $\alpha$  values were above the recommended threshold, enabling us to conclude that the convergent validity is sufficient.

<b>Cod.</b>	<b>Construct/indicator</b>	<b>P<sub>A</sub></b>	<b>AVE</b>	<b>Weights</b>	<b>Loadings</b>
ACI1	...people should be unique and different from others				Dropped
ACI2	...others should not influence my self-identity				Dropped
ACI3	...people should express their feelings in interpersonal interactions			0.189***	0.688***
ACI4	...interpersonal communication should be direct			0.202***	0.738***
ACI5	...people should try hard to satisfy their interests			0.153***	0.557***
ACI6	...people should fully realize their potential			0.186***	0.676***
ACI7	...people should have their own ideals and try hard to achieve them			0.196***	0.713***
ACI8	...once a goal is set, one should do one's best to achieve it			0.208***	0.758***
ACI9	...people should face up to challenges in the environment			0.201***	0.733***
ACI10	...people should express their opinions in public				Dropped
<b>Interdependent self-construal</b>		0.906	0.510		
<b>I believe that...</b>					
ACD1	...once you become a member of the group, you should try hard to adjust to the group's demands			0.149***	0.721***
ACD2	...it is important to maintain work group harmony				Dropped
ACD3	...people should find their place within a work group			0.161***	0.776***
ACD4	...people should perform their social roles well in a work group			0.156***	0.752***
ACD5	...people should behave appropriately in a work group according to different circumstances			0.130***	0.629***
ACD6	...people should behave appropriately in a work group according to their different roles			0.160***	0.771***
ACD7	...success of the work group is more important than success of the individual			0.125***	0.601***
ACD8	...the work group should come first when it conflicts with the individual			0.137***	0.661***
ACD9	...we should be concerned about teammates' dignity in interactions			0.157***	0.758***
ACD10	...in the interest of maintaining interpersonal harmony in the work group, communication should be indirect			0.153***	0.736***
<b>Engagement</b>		0.888	0.710		
<b>Vigor</b>		0.893	0.578	0.348***	0.786***
ENG1	When I get up in the morning, I feel like going to work			0.217***	0.797***
ENG2	At my work, I feel I am bursting with energy			0.215***	0.789***
ENG3	At my work, I always persevere, even when things do not go well			0.188***	0.690***
ENG4	I can keep working for very long periods at a time			0.208***	0.763***
ENG5	At my job, I am very resilient mentally			0.204***	0.749***
ENG6	At my job, I feel strong and vigorous			0.210***	0.770***
<b>Dedication</b>		0.890	0.614	0.415***	0.938***
ENG7	To me, my job is challenging			0.251***	0.818***
ENG8	My job inspires me			0.258***	0.840***
ENG9	I am enthusiastic about my job			0.242***	0.788***
ENG10	I am proud of the work that I do			0.232***	0.755***
ENG11	I find the work that I do full of meaning and purpose			0.218***	0.710***
<b>Absorption</b>		0.865	0.609	0.351***	0.794***
ENG12	When I am working, I forget everything else around me			0.290***	0.759***
ENG13	Time flies when I am working			0.274***	0.717***
ENG14	I get carried away when I am working			0.330***	0.865***
ENG15	It is difficult to detach myself from my job			0.295***	0.773***
ENG16	I am immersed in my work				Dropped
ENG17	I feel happy when I am working intensely				Dropped
<b>Extra-role service</b>		0.897	0.617		
EXT1	Voluntarily assists customers even if it means going beyond job requirements			0.248***	0.807***

Cod.	Construct/indicator	P <sub>A</sub>	AVE	Weights	Loadings
EXT2	Helps customers with problems beyond what is expected or required			0.276***	0.899***
EXT3	Often goes above and beyond the call of duty when serving customers			0.230***	0.749***
EXT4	Willingly goes out of his/her way to ensure that a customer is satisfied			0.251***	0.816***
EXT5	Frequently goes out of his/her way to help a customer			0.194***	0.631***

Since our estimators are based on variance, we evaluated the constructs' discriminant validity by testing the heterotrait-monotrait ratio (HTMT) (Henseler et al., 2015). The HTMT ratios in our model ranged from 0.389 to 0.714 and were thus lower than the required threshold of 0.90 needed to guarantee discriminant validity (Voorhees et al., 2016). Table 12 displays the HTMT values.

**Table 12. Discriminant validity evaluation (HTMT)**

Construct	1	2	3	4	5
<b>1. ELSH</b>					
<b>2. Independent self-construal</b>	0.445				
<b>3. Interdependent self-construal</b>	0.475	0.714			
<b>4. Engagement</b>	0.522	0.461	0.461		
<b>5. Extra-role service</b>	0.389	0.490	0.547	0.516	

The HTMT of the correlations is “the average of the heterotrait-heteromethod correlations (i. e., the correlations of indicators across constructs measuring different phenomena), relative to the average of the monotrait-heteromethod correlations (i.e., the correlations of indicators within the same construct)” (Henseler et al., 2015, p. 121).

#### **4.4.2. Evaluation of the structural model**

This study proposes to analyze the interaction effect of independent self-construal and ELSH on engagement (H1), the interaction effect of interdependent self-construal and ELSH on engagement (H2), and the relationship between engagement and extra-role service (H3).

After evaluating the measurement model, we evaluated the structural model, testing for model fit, the beta coefficients and their significance level, and the R<sup>2</sup> values and their effect size (f<sup>2</sup>) (Henseler et al., 2016). To test the fit of the estimated model, we evaluated the discrepancies between the empirical matrix and the implicit correlation matrix in the estimated models (Benitez et al., 2020; Henseler et al., 2015). We then evaluated the SRMR, d<sub>ULS</sub>, and d<sub>G</sub> using a procedure similar to confirmatory factor analysis (Henseler et al., 2016). The SRMR value obtained (0.053) was lower than the recommended threshold of 0.080, and the values of the discrepancies were also lower than the 99% quantile

of the bootstrap discrepancies (Henseler et al., 2016), suggesting that the proposed models fit well (see Table 13).

**Table 13. Results of hypotheses testing**

<b>Relationship</b>	<b>Beta coefficients</b>	
ELSH→Engagement (H1)	0.415*** (5.387) [0.254,0.559]	
Independent self-construal*ELSH→Engagement (H2a)	-0.101* (-2.087) [-0.202,-0.014]	
Interdependent self-construal*ELSH→Engagement (H2b)	-0.084* (-1.790) [-0.184,0.001]	
Engagement→Extra-role service (H3)	0.391*** (4.894) [0.228,0.543]	
Gender→Extra-role service (control variable)	-0.018 (-0.381) [-0.115, 0.075]	
Tenure→Extra-role service (control variable)	-0.025 (-0.440) [-0.137,0.090]	
Age→Extra-role service (control variable)	-0.040 (-0.739) [-0.156,0.053]	
Job position→Extra-role service (control variable)	-0.297*** (-4.269) [-0.453,-0.181]	
<b>Endogenous variables</b>	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>
Engagement	0.399	0.392
Extra-role service	0.446	0.430
<b>Discrepancy</b>	<b>Value</b>	<b>HI<sub>99</sub></b>
<b>SRMR</b>	0.058	0.061
<b>d<sub>ULS</sub></b>	2.273	2.513
<b>d<sub>G</sub></b>	0.909	135.449

**Notes:** t-values in parentheses. Bootstrapping 95% confidence interval bias corrected in square brackets (based on n=4999 subsamples) †p< 0.10, \*p< 0.05, \*\*p< 0.01, \*\*\*p< 0.001 (based on t[4999], one-tailed test).

We evaluated the beta coefficients and their significance level through bootstrap analysis with 4999 subsamples. We tested H1, H2a, H2b, and H3, including all direct effects on the endogenous and control variables (gender, tenure, age, and job position). All hypotheses were supported by the data. The empirical analysis shows that ELSH is positively related to engagement ( $\beta=0.415$ ,  $p_{\text{one-tailed}}<0.001$ ) (H1). The interaction between independent self-construal and ELSH was negatively related to engagement ( $\beta=-0.101$ ,  $p_{\text{one-tailed}}<0.050$ ) (H2a). The interaction between interdependent self-construal and ELSH was also negatively related to engagement ( $\beta=-0.084$ ,  $p_{\text{one-tailed}}<0.050$ ) (H2b). Engagement, in turn, was positively related to extra-role service ( $\beta=0.391$ ,  $p_{\text{one-tailed}}<0.001$ ) (H3).

The  $R^2$  values determine the model's predictive capability for this variable, where 0.200 is the threshold recommended by scholars (Chin, 2010). The  $R^2$  value was 0.399 for engagement and 0.430 for extra-role service, above the recommended threshold and indicating good explanatory power. The effect size

( $f^2$ ) values for the hypothesized relationships ranged from 0.012 to 0.120, suggesting effects ranging from weak to strong (Cohen, 1992b). More specifically, the effect size values for H2a and H2b are 0.012 and 0.017, respectively. As these two hypotheses refer to interaction effects, we expect the effect sizes to be quite small. Indeed, Aguinis et al. (2005) have shown that the mean effect size in testing moderation is 0.009. Following previous studies, therefore, 0.010 and 0.025 may be considered as medium and large effect sizes, respectively. These studies suggest that the effect sizes of our hypothesized interaction relationships are medium-large (Hair et al., 2017; Kenny, 2016).

## ***4.5. Discussion***

### ***4.5.1 Theoretical implications***

Our results contribute to the current literature in different ways. First, we contribute to the general literature on Empowering Leadership. We have strengthened understanding of the effects of ELSH, subjecting its effects to boundary conditions inevitably present in the work environment that interact with ELSH and produce effects contrary to those observed in the direct relationship. Because employees' different personality types determine their behaviors and goals, these types can lead to individual differences in the ways employees respond to a leadership style (Markus and Kitayama, 1991; Wu et al., 2018). Our findings suggest that applying ELSH to employees with highly independent or interdependent personalities can harm efforts to promote engagement. This finding offers a possible explanation for the contradictory results obtained by other authors when studying the effects of ELSH. For example, while the work of Cheong et al. (2016) showed that ELSH can simultaneously enhance and harm employee work performance, our results extend ELSH Theory by explaining how this leadership style can be related both positively and negatively to employees' performance due to its interaction with their type of self-construal. All of the above leads us to join other authors' argument for the need for further investigation of the effects of ELSH on employee outcomes under boundary conditions present in different work contexts before prematurely stating its positive or negative effects. For example, Raub and Robert (2010) suggested that full understanding of ELSH requires considering that its nature can challenge each



individual in different ways. Similarly, Byun et al. (2020) inferred from their results that the positive effects of ELSH can disappear completely under certain boundary conditions. Our work now offers an empirical evidence for this argument.

Second, in stressing the importance of analyzing the different types of employee personality to understand the effects of ELSH, we extend general Self-Constraint Theory (Markus and Kitayama, 1991). Based on SCT, we know that self-construal directs employees toward specific goals and behaviors, such that employees are more likely to become involved in behaviors and situations consistent with their type of self-construal (Wei et al., 2012; Wu et al., 2018). Our study extends SCT by proposing that inconsistency between the employee's self-construal and the work conditions created by the leadership style acts specifically as a demotivating element. This finding helps to explain why employees under the same leadership style commit with differing intensity to behaviors such as extra-role service.

Third, regarding the hospitality literature specifically, research has typically identified and examined ELSH as a response to problems central to hospitality work. Some studies have shown that the interaction of conditions present in the hospitality workplace can change the effects of ELSH for the better. The study by indicated shared organizational social exchange as a boundary condition for understanding the effects of ELSH. Thus, the interaction of ELSH with shared organizational social exchange increases the positive effect of ELSH on hospitality employees' performance. The recent study by (Lin et al., 2020), in turn, identified psychological safety as a boundary condition able to moderately positively the effects of ELSH on hospitality employees' intention to share their knowledge. In examining the effects of ELSH, however, these studies did not consider the possibility that an interactive perspective on employee personality could jeopardize or invert the positive effects of ELSH on hospitality workers. Our study expands these prior findings by showing the need to include employee personality as an important boundary condition that gives us a more complete view of ELSH's effects on desired results in the hospitality industry.

Ultimately, this finding suggests that different employee personalities influenced by the same leadership style could shape employees' work behaviors and affect their performance, in ways beyond those previously considered in the more general or specific literature on the hospitality sector. Our focus on the role that different types of self-construal play in the interactive formation of engagement suggests that highly independent or interdependent hospitality employees will have lower levels of engagement if ELSH is used. In other words, our results show that combining self-construal and leadership without aligning them could demotivate employees. Along the same lines, prior studies show that situational factors and dispositions can interact with self-construal to give rise to different forms of proactive behavior. For example, Wu et al. (2018) report that employees with independent self-construal became involved in behavior oriented to improving their careers when the work environment encouraged personal growth. Other studies, have, in contrast, indicated that situational or dispositional factors not consistent with self-construal become irrelevant in training employee behavior. As Wu et al. (2018) assert, the interaction between self-construal and situational elements such as leadership style produces “a positive interaction effect between work characteristics and self-construal, rather than a compensatory effect (i. e., negative interaction effect)” (p. 297). This finding is not consistent with our results, which show that inconsistency between work characteristics (such as leadership style) and the employee’s type of self-construal (independent or interdependent) has a demotivating effect on employees due to the negative interaction effect. This difference could be explained by the characteristics of hospitality work. Hotel employees face service situations that require intense emotional labor and role inconsistency (Huertas-Valdivia et al., 2019b). These distinctive factors in the hospitality work context could explain why hospitality employees are worse at managing lack of agreement between leadership style and employee self-construal, which has negative effects on hospitality organizations when the effect might be irrelevant in other sectors.

#### ***4.5.2. Practical implications***

From a practical point of view, our study can help managers to strengthen their employees’ engagement levels, which can, in turn, increase extra-role service

behaviors that help hotels in their battle for customers. Greater knowledge of what demotivates or jeopardizes the emergence of extra-role service also serves as a guideline to help managers to achieve more competitive organizations. If we know how prejudice occurs, we will know how to avoid it.

Our study alerts hotel managers to the need to achieve correspondence between the leadership style they use and employees' type of self-construal, as ignoring such correspondence can render the leadership style applied ineffective. Our results thus suggest that ELSH does not always have positive effects on employees' engagement. Although engaged employees have positive effects on any organization, decreased engagement will have negative consequences for hotels' extra-role service behaviors due to the positive relationship between these two variables. Given the importance of extra-role service to the hospitality environment, managers can act alternatively or simultaneously in two directions to avoid negative influences on the emergence of extra-role service.

First, before using ELSH to foster engagement and extra-role service, ELs must consider the employee's self-construal type and identify highly independent or interdependent employees. The scale developed by Ahearne et al. (2005) could be a good tool for this task. Wu et al. (2018) assert that all employees potentially have both forms of self-construal. As the relative strength each form takes may be situational or experiential, ensuring that the characteristics of the work environment are consistent with each form of self-construal helps to achieve high values of independence or interdependence (Lu and Gilmour, 2007; Wu et al., 2018). Ultimately, when ELSH is used, managers can avoid negative interaction of this leadership style with self-construal by considering the characteristics of the work environment (for example, preventing high levels of independence or interdependence through training). Training can help employees to understand how their work is tied to and depends on others, and how their individual performance can make the difference according to the need to avoid one personality or the other. Performance evaluations could also be a useful tool. Connecting the results—whether of the individual or the work team—would help managers not to intensify the employee's personality through characteristics of the work environment. To avoid such problems, employees could be asked to

participate in the process of establishing objectives whenever possible—or could at least be informed of the criteria used to establish goals and be given the opportunity to alert the organization to possible contradictions. On the other hand, employees should know when their performance is being evaluated, so that the organization can consider the influence of characteristics inherent in hospitality service on individual performance—for example, the impossibility of fully foreseeing each service interaction or the influence of the entire team’s work in measuring guest satisfaction. Organizations should be very explicit about these items to avoid turning independent or interdependent self-construal into employee disengagement.

On the other hand, managers could focus on alternatives to ELSH when they identify employees with highly independent or interdependent personalities. A style such as paradoxical leadership could work well in this case, due to its very integrative and balanced nature. Paradoxical leadership style stresses the integration of opposing, apparently contradictory situations and clarifies goals, helping employees to be what is expected of them (both controlled and autonomous) to provide guests with the service each occasion requires (both standardized and personalized) (Huertas-Valdivia et al., 2019b). Although paradoxical leadership provides a theoretical solution to the integration of different forms of self-construal, this option remains to be tested empirically.

#### ***4.5.3. Limitations and future lines of research***

The results of our study should be considered in the context of limitations that propose future lines of research.

Our study used a convenience sample. Although this sampling technique makes it difficult to generalize from the results (we cannot be certain that the sample is representative), convenience sampling is commonly accepted in hospitality research due to the sector’s characteristics (e. g., Assiouras et al., 2019; Garg and Dhar, 2016; Huertas-Valdivia et al., 2019b; Karatepe and Karadas, 2015). Still, future studies could test the hypothesized relationships in samples obtained through probabilistic sampling methods that permit generalization from the results.

Interpretation of our data is limited by their self-reported nature, which creates the potential for CMB. Since the self-report questionnaire's study variables capture employees' perceptions, this type of questionnaire is considered a valid form of measurement (Huertas-Valdivia et al., 2019b). Further, following Podsakoff et al.'s (2003) instructions, we designed the questionnaire to incorporate a set of preventive measures (Section 3.1) to minimize CMB. Future research could include other study variables that involve obtaining data from multiple sources, such as service quality delivered by employees based on data from guest surveys provided by hotels.

Our study was designed to take the individual as a reference (employee-level study) to understand the interaction effects of ELSH and the employee's self-construal on employee engagement and extra-role service behavior. Research has suggested, however, that it may be necessary to study leadership at organizational or group level to complete our knowledge of the effects of leadership on organizations (Livi et al., 2008; Yammarino et al., 2005). Future studies of leadership in hotels could be designed to control for the influence of organizational or group-level variables, such as organizational culture or organizational structure. Some authors have also observed that the effects of ELSH change when conditioners linked to group culture are introduced—for example, elements associated with national cultures (e. g., Amundsen and Martinsen, 2014; Gui et al., 2020; Madera et al., 2017). Although the individual-centered approach used in our study does not permit incorporation of such group-level variables, future studies could use a group-based perspective to confirm whether group culture affects the relationships found. For example, Robert et al. (2000) have indicated that the effects of ELSH can be especially sensitive to the concept of power distance defined by Hofstede (1980). Future studies could use a group-based focus to confirm whether different power distances characteristic of each national culture affect the relationships found in this study or whether the results do not change with the addition of group-level variables.

Finally, our study considered independent vs. interdependent self-construal as boundary conditions for the effectiveness of ELSH in hotel work. However, employee personality type may also be a boundary condition for other leadership

styles. It is thus necessary to determine whether the employee's self-construal has any unexpected effect when it acts as a boundary condition under leadership styles considered as promising for the hospitality sector, such as paradoxical or servant leadership. Comparing the interactive effects of employees' self-construal on the leadership styles most used in hospitality could explain why, after years of research on how to achieve engaged employees, practice still shows that we have not achieved this goal. Further, although our study focuses on boundary conditions that can determine the effects of ELSH due to its specific interest for the hospitality industry, we must study whether the phenomenon identified in this study can occur in other service-sector industries or even in nonservice industries. Although our hypotheses have been proven, it is both necessary and valuable to test these relationships in other contexts to guarantee their validity and generalizability (Terglav et al., 2016). Further, future studies could analyze this phenomenon in other industries in the service sector or even from the perspective of other academic disciplines to determine their generalizability.

#### ***4.5.4. Conclusions***

Research is currently identifying ELSH as a style that can solve some problems in the hospitality work environment. Our study tests the relationships among ELSH, engagement, and extra-role service under boundary conditions present in the work environment (the employee's type of self-construal). Our analysis provides evidence of an interactive process in which leadership style and the employee's personality shapes hotel service. Drawing on SCT, we find that the employee's personality type acts as a boundary condition that determines the results of the process by which ELSH influences hotel employees' engagement. We thus confirm that the interaction of ELSH with independent and interdependent employees' self-construal becomes an obstacle to achieving engaged employees and, by extension, to reaping the benefits of ELSH's positive influence on extra-role service. Our study ultimately warns of the need to consider employees' personality profile before establishing ELSH as the means to promote increased engagement and extra-role service behaviors in hotels.

## 4.6. Appendix chapter 4

**Table 14. Scales used chapter 4**

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<b>Construct</b>
<b>Empowering leadership. Ahearne et al. (2005)</b>
EL1. My boss explains the general goals we are trying to achieve
EL2. My boss teaches employees how to solve problems
EL3. My boss shares important responsibilities with employees
EL4. My boss gives employees freedom to work
EL5. My boss permits employees to make important decisions
<b>Independent self-construal. Wu et al. (2018).</b>
ACI1. People should be unique and different from others
ACI2. Others should not influence my self-identity
ACI3. People should express their feelings in interpersonal interactions
ACI4. Interpersonal communication should be direct
ACI5. People should try hard to satisfy their interests
ACI6. People should fully realize their potential
ACI7. People should have their own ideals and try hard to achieve them
ACI8. Once a goal is set, one should do one's best to achieve it
ACI9. People should face up to challenges in the environment
ACI10. People should express their opinions in public
<b>Interdependent self-construal. Wu et al. (2018).</b>
ACD1. Once you become a member of the group, you should try hard to adjust to the group's demands
ACD2. It is important to maintain work group harmony
ACD3. People should find their place within a work group
ACD4. People should perform their social roles well in a work group
ACD5. People should behave appropriately in a work group according to different circumstances
ACD6. People should behave appropriately in a work group according to their different roles
ACD7. Success of the work group is more important than success of the individual
ACD8. The work group should come first when it conflicts with the individual
ACD9. We should be concerned about teammates' dignity in interactions
ACD10. In the interest of maintaining interpersonal harmony in the work group, communication should be indirect
<b>Engagement. Schaufeli et al. (2002)</b>
<b>Vigor</b>
ENG1. When I get up in the morning, I feel like going to work
ENG2. At my work, I feel I am bursting with energy
ENG3. At my work, I always persevere, even when things do not go well
ENG4. I can keep working for very long periods at a time
ENG5. At my job, I am very resilient mentally
ENG6. At my job, I feel strong and vigorous
<b>Dedication</b>
ENG7. To me, my job is challenging
ENG8. My job inspires me
ENG9. I am enthusiastic about my job
ENG10. I am proud of the work that I do
ENG11. I find the work that I do full of meaning and purpose

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**Absorption**

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- ENG12. When I am working, I forget everything else around me
- ENG13. Time flies when I am working
- ENG14. I get carried away when I am working
- ENG15. It is difficult to detach myself from my job
- ENG16. I am immersed in my work
- ENG17. I feel happy when I am working intensely

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**Extra role service. Bettencourt and Brown (1997)**

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- EXT1. I voluntarily attend customers even though it means doing more than my job requires
- EXT2. I help customers solve their problems above and beyond what is expected or required
- EXT3. When serving customers, I often do things beyond my obligations
- EXT4. I am happy to go beyond my responsibility so that the customer is satisfied
- EXT5. I often go beyond the limits of my job responsibilities to help a customer



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# **CAPÍTULO 5. CONCLUSIONES E IMPLICACIONES**

## ***Introducción***

La satisfacción del cliente es clave para los resultados de las empresas, pues un cliente satisfecho será leal y además actuará como factor de atracción de otros clientes. Para el consumidor cualquier decisión de compra entraña el riesgo de adquirir un producto o un servicio que luego no termine de satisfacer sus expectativas. La literatura ha mostrado cómo este riesgo es mayor en el caso de los servicios al tratarse de algo intangible que no puede verse, tocarse o probarse antes de la decisión de compra. Las consecuencias de un error en las decisiones de compra de un servicio son muy relativas dependiendo del servicio en cuestión, pues no es lo mismo un servicio de fotocopias deficiente (que probablemente sea de escaso valor económico y fácilmente subsanable) a un servicio relacionado con el turismo, el cual tiene un alto componente emocional y económico que en caso de deficiencia difícilmente será reparable. Una mala experiencia hará que el cliente no repita con estas empresas en viajes futuros, además de no recomendar dichas empresas a sus conocidos directos y demás usuarios de las diferentes redes sociales y comunidades de viajeros a las que suelen pertenecer la mayoría de los usuarios.

Dentro de la industria turística, las empresas hoteleras son imprescindibles en los paquetes de ocio y éstas están sometidas a una fuerte competitividad (Fugate y Kinicki, 2008), lo que obliga a las empresas hoteleras a ser especialmente cuidadosas con la satisfacción del cliente. No obstante, no es tarea fácil, pues las empresas de este sector se enfrentan a las particularidades de los servicios, a unos clientes cada vez más experimentados y exigentes, y a una alta interacción entre cliente y empleado, todo lo cual deriva, en muchos casos, en situaciones complejas, excepcionales y no contempladas en los protocolos habituales de trabajo. Aquellas empresas cuyos empleados se mantienen fieles a los protocolos de trabajo serán incapaces de dar respuesta a las necesidades de los clientes, provocando su insatisfacción. Por el contrario, aquellas empresas cuyos empleados sean capaces de ir más allá de las descripciones formales de sus puestos de trabajo y sepan atender las necesidades y problemas planteados por los clientes, conseguirán clientes satisfechos y leales. Así pues, es una necesidad, por un lado, comprender la importancia que tiene en este sector el comportamiento del trabajador en contacto con el cliente para conseguir la satisfacción del mismo, y, por otro lado, entender qué factores vinculados a los empleados y qué factores vinculados a los directivos pueden influir en una conducta que implique iniciativa y compromiso con el trabajo que derive en acciones adicionales y positivas para la resolución de todas aquellas contingencias que puedan ser planteadas por los clientes.

Por tanto, las preguntas de investigación a las que pretende dar respuesta esta tesis son: ¿cómo influyen rasgos de los directivos como la humildad del líder en la congruencia en la proactividad del líder y subordinado? y ¿cómo influye el liderazgo empoderante en la proactividad y el compromiso del subordinado? Al dar respuesta a estas preguntas se aborda la discusión de los resultados de la tesis de forma global, y la discusión de los resultados propios de cada trabajo de investigación específico que forman parte de esta tesis. Además, se plantean las contribuciones académicas y las implicaciones para los directivos, junto con las limitaciones de este trabajo y las futuras líneas de investigación que pueden desarrollarse. Finalmente, se expone una síntesis de las consideraciones finales de esta tesis.

## **5.1. Conclusiones**

Esta tesis doctoral muestra cómo los rasgos y estilos de los directivos juegan un papel clave en el desarrollo de comportamientos de los empleados que serán determinantes para la solución de las contingencias planteadas por los clientes y conseguir así su satisfacción. El estudio de la interacción entre supervisor y subordinado, así como de los factores que pueden influir en ella ha sido una brecha identificada en la literatura (Bastardo y Van Vugt, 2018) al igual que la comprensión de aquellos factores que influyen positivamente en un extra rol de servicio en el sector hotelero (Chiang y Hsie, 2012).

El extra rol de servicio al cliente es la predisposición que muestra el trabajador para ir más allá de la descripción formal de su puesto de trabajo en beneficio de la satisfacción del cliente (Bettencourt y Brown, 1997). Este constructo es muy relevante en un contexto en el que el cliente suele plantear necesidades y exigencias que se encuentran fuera de los protocolos habituales de trabajo. La literatura ha vuelto a plantear la necesidad de estudiar en profundidad este constructo y ver los antecedentes del mismo, planteándose el liderazgo y el comportamiento de los empleados de primera línea como aspectos que desempeñan una influencia notable en el desarrollo de este extra rol (Chiang y Hsie, 2012). Además, la literatura también viene planteando la necesidad de que el liderazgo y el comportamiento de los subordinados se estudie de manera conjunta, pues son las dos caras de la misma moneda (Bastardo y Van Vugt, 2018). Los resultados de esta investigación contribuyen a profundizar en el conocimiento de las brechas planteadas anteriormente. Esta tesis avanza en la comprensión de la importancia que tiene el comportamiento de los trabajadores en contacto con el cliente sobre una actitud de extra rol, así como la importancia que desempeñan los rasgos y estilos de liderazgo a la hora de fomentar dichas conductas a la vez que se alinean dichas conductas con las de los líderes produciendo así unos mejores resultados.

En general, cabe concluir que la relación existente entre el líder y un extra rol de servicio al cliente por parte de sus subordinados es compleja y requiere que se profundice, por un lado, en qué rasgos y conductas de los subordinados pueden ser las más coherentes con un comportamiento de extra rol, y, por otro lado, qué

rasgos y estilos de liderazgo son los que pueden ejercer un mayor impacto sobre los comportamientos de los subordinados y el extra rol de servicio.

A continuación, se recogen las conclusiones específicas que se derivan de cada uno de los trabajos de investigación que forman esta tesis doctoral.

En el Capítulo 2, los resultados obtenidos sugieren que la humildad del líder facilita la congruencia o ajuste de la proactividad de líder y subordinado. La congruencia en la proactividad significa que tanto líder como subordinado comparten la misma actitud con respecto a la proactividad. La humildad es la virtud mediante la cual las personas aprecian los valores, fortalezas y contribuciones de otros, valorando así los esfuerzos y las acciones realizadas por éstas para el cumplimiento de sus objetivos (Morris et al., 2005). Los líderes humildes son personas ansiosas por mejorar y con una orientación clara a la mejora y la superación (Ou et al., 2018). El líder humilde conoce las habilidades, cualidades y debilidades de sus empleados (Morris et al., 2005) y es capaz de reconocer sus propias fortalezas y debilidades, lo que lo hace consciente su desempeño no depende exclusivamente de él (Ou et al., 2018) y que puede y debe valerse de otros, para lo cual les ayudará en lo que desconocen construyendo en el empleado un interés por aprender (Schein, 2013). Así pues, estas cualidades del líder humilde y su impacto sobre el subordinado serán positivas para conseguir niveles similares de proactividad en ambos.

En este capítulo, se evidencia también el papel que juega la congruencia en la proactividad sobre la visión compartida con los cambios. Esto significa que cuando existe un ajuste o congruencia en la personalidad proactiva de líder y seguidor, aumenta la probabilidad de que ambos sincronicen más allá de dicha actitud proactiva, lo cual estimulará normas, valores, unidad y objetivos compartidos. Esta cuestión es especialmente relevante pues no se trata única y exclusivamente de tener una orientación clara hacia el futuro y la mejora y que exista congruencia en esa forma de actuar entre líder y subordinado, sino que además debe darse una unidad de objetivos, pues de nada sirve tener a dos individuos muy proactivos que remen en direcciones opuestas.

Por último, en el capítulo 2 también se muestra la influencia positiva que ejerce de forma directa la humildad, la congruencia en la proactividad y la identidad compartida con el cambio sobre el extra rol de servicio al cliente. Éste es un hallazgo de gran importancia para la literatura sobre extra rol al entender todos aquellos factores que pueden influir de manera directa o indirecta sobre el extra rol de servicio al cliente, así como la importancia que tiene para dicho extra rol la existencia de un ajuste entre supervisor y subordinado en relación tener una actitud proactiva y una visión común sobre los cambios que deben abordarse en beneficio de la organización.

En el Capítulo 3, los resultados obtenidos sugieren que las prácticas de mindfulness para los empleados en contacto con el cliente son contraproducentes si queremos estimular la personalidad proactiva de los trabajadores con el fin de mejorar el extra rol de servicio al cliente. Con carácter previo a esta conclusión, en este capítulo se analizan los factores que inciden en el extra rol de servicio. La literatura ha identificado el liderazgo empoderante como aquel estilo de liderazgo que influye positivamente sobre la proactividad y el extra rol. Es un estilo que confiere autonomía a los subordinados, requisito imprescindible para que éstos puedan ir más allá de lo establecido formalmente en sus puestos de trabajo (proactividad y extra rol). En el sector hotelero, esta relación ha sido comprobada en este trabajo, lo cual, viene a reafirmar aquellos estudios que destacan la importancia del liderazgo empoderante en dicho contexto. Es más, viene a reforzar la importancia que juega tanto el estilo de liderazgo como la conducta del subordinado a la hora de resolver las contingencias planteadas por los usuarios. Además de concluir que el liderazgo empoderante influye positivamente sobre la proactividad de los subordinados, se profundiza en el estudio de esta relación, tratando de ver si prácticas como el mindfulness, que tienen un impacto muy positivo en el desempeño de los trabajadores, podrían impactar positivamente en la relación anterior tal y como a priori sugiere la literatura. No obstante, en este trabajo se concluye que el mindfulness es contraproducente en un contexto donde el trabajador dispone de autonomía para desarrollar comportamientos proactivos. La evidencia sugiere que la proactividad requiere de lo que se denomina la deambulación mental para así explorar diferentes caminos y alternativas de cambio, mientras que el mindfulness supone una atención plena en el momento



actual, por lo que se concluye que el mindfulness es contraproducente si lo que se quiere es estimular la proactividad de los subordinados como mecanismo para que estos desarrollen un extra rol de servicio.

En el Capítulo 4, los resultados muestran cómo la interacción del liderazgo empoderante con la personalidad independiente e interdependiente de los empleados se relaciona negativamente con su compromiso. La literatura ha encontrado resultados contradictorios en el estudio de los efectos del liderazgo empoderante en el lugar de trabajo debido a determinadas condiciones limitantes (Cheong et al., 2019). La personalidad independiente o interdependiente de los empleados constituye una de estas condiciones limitantes del lugar de trabajo que explican una relación negativa con el compromiso del trabajador. El liderazgo empoderante supone compartir poder con los subordinados, lo cual no siempre puede ser percibido como algo deseado por los mismos. Así, cuando un subordinado presenta una personalidad interdependiente, es decir, sentimiento de conexión con otros (Markus y Kitayama, 1991), suele eludir su interés por destacarse individualmente, enfatizando más en las relaciones y vínculos con los demás (Wu et al., 2018) reduciendo así su nivel de compromiso. Por otro lado, cuando un subordinado presenta una personalidad independiente, es decir, presenta un sentimiento de distinción o singularidad, no de colaboración, lo que los lleva a perseguir objetivos personales en lugar de organizacionales (Lu y Gilmour, 2007; Markus y Kitayama, 1991), va a disminuir su nivel de compromiso con la organización.

En este capítulo, se evidencia también que la disminución en el compromiso se refleja luego en una disminución de los comportamientos de extra rol de servicio debido a la relación positiva entre el compromiso y el extra rol de servicio (Karatepe, 2013; Zhu et al., 2019).

## ***5.2. Implicaciones del trabajo de investigación para el ámbito académico***

Además de realizar una aportación novedosa e interesante a la literatura académica en el sector hotelero, esta tesis doctoral realiza una contribución a los campos teóricos del liderazgo, proactividad y compromiso, profundizando en cómo tanto desde el liderazgo, como desde el comportamiento de los subordinados

y la interacción de ambos se influye en el extra rol de servicio al cliente. Esta tesis doctoral responde a dos grandes interrogantes: ¿cómo influye la humildad del líder en la congruencia en la proactividad del líder y subordinado? y ¿cómo influye el liderazgo empoderante en la proactividad y el compromiso del subordinado? Esta tesis parte de las teorías de liderazgo y comportamiento del trabajador y contribuye a entender los rasgos y estilos de liderazgo claves y su impacto en el comportamiento de los trabajadores, arrojando luz así sobre la mejor forma de conseguir comportamientos proactivos y comprometidos con la organización.

A continuación, se detallan implicaciones teóricas y empíricas de esta tesis doctoral.

### ***5.2.1. Contribuciones teóricas y empíricas***

Esta tesis realiza una serie de aportaciones a la literatura sobre liderazgo y comportamiento del trabajador dentro del sector hotelero. En primer lugar, esta tesis ofrece evidencia teórica sobre los antecedentes del extra rol de servicio al cliente dentro del sector hotelero. Concretamente, muestra la influencia del directivo y del subordinado sobre dicho extra rol. Esta tesis, además de destacar la importancia que ejerce el estilo directivo sobre el extra rol, también muestra la existencia de comportamientos de los subordinados que actúan como un antecedente claro del extra rol. Por un lado, la identidad compartida entre supervisor y subordinado con el cambio se relaciona positivamente con dicho extra rol, ya que la existencia de una visión compartida, supone un apoyo y estímulo a la actuación del subordinado, favoreciendo eso comportamientos que van más allá de la descripción formal. Por otro lado, la personalidad proactiva, también ejercerá una influencia positiva sobre el extra rol, pues se comprueba que ambas conductas comparten puntos de vista en común sobre la necesidad de desarrollar actuaciones orientadas al futuro y la mejora de la organización que van a ir más allá de las descripciones teóricas de los puestos de trabajo. Finalmente, también se muestra cómo el compromiso del trabajador con la tarea tendrá una influencia positiva sobre dicho extra rol, pues un trabajador comprometido con su trabajo estará dispuesto a esforzarse y desplegar todos sus recursos para conseguir que el trabajo quede bien hecho. Por tanto, este trabajo contribuye a reforzar los enfoques teóricos sobre el comportamiento del trabajador al mostrar evidencia

empírica de la relación positiva entre proactividad, identidad compartida y compromiso con el extra rol de servicio.

En segundo lugar, esta tesis ofrece evidencia teórica y empírica sobre el papel que desempeñan los rasgos y estilos del líder sobre el comportamiento de los empleados. Dada la importancia que tienen aspectos como la proactividad y el compromiso de los empleados sobre el extra rol de servicio y la consiguiente satisfacción del cliente, es necesario entender cuál es la mejor forma que tiene un líder para estimular dichos comportamientos en sus subordinados. Con respecto a la proactividad, la literatura ha señalado la importancia de estudiar sus antecedentes. Esta tesis, en línea con trabajos anteriores, muestra la importancia que tiene un estilo de liderazgo empoderante para estimular y fomentar la proactividad de sus subordinados, pues un líder empoderante provee de la autonomía y poder que necesita un subordinado para desarrollar sus conductas proactivas.

En tercer lugar, esta tesis contribuye a la teoría sobre mindfulness al comprender cómo influye éste sobre el comportamiento proactivo de los empleados. Las prácticas de mindfulness han resultado ser positivas en distintos ámbitos dentro de la gestión de las organizaciones, pero en el caso de querer realzar la proactividad de los empleados bajo un liderazgo empoderante se comprueba que dichas prácticas pueden ser contraproducentes, pues pueden inhibir la necesidad de un pensamiento libre y errante propio de un comportamiento proactivo. Es una contribución importante al campo del mindfulness que va en línea con otros trabajos que señalan que las prácticas de mindfulness no son siempre positivas para la organización y que su utilidad dependerá del contexto en el que se desarrollen.

En cuarto lugar, se hace una importante contribución a la literatura sobre personalidad proactiva, al tratar la personalidad proactiva de supervisores y subordinados de forma conjunta. Así pues, en esta tesis doctoral se conceptualiza la congruencia o ajuste en la personalidad proactiva entre supervisor y subordinado como la existencia de niveles similares por parte de ambos en cuanto a su posición con respecto a la personalidad proactiva. Este aspecto, da respuesta a la necesidad planteada por la literatura de analizar no solo los efectos individuales

de la proactividad de supervisores y subordinados sobre el desempeño de ambos, sino analizar el efecto conjunto de los niveles de proactividad sobre el desempeño del trabajador. Esto nos permite concluir que cuando supervisor y subordinados exhiben niveles altos de proactividad, éstos conducirán a un mejor desempeño del trabajador, pues este va a encontrar apoyo de su supervisor en todas sus iniciativas de cambio.

En quinto lugar, esta tesis ofrece una contribución teórica a la literatura sobre la humildad de los directivos, mostrando que los líderes humildes generan el clima necesario para proporcionar una congruencia o ajuste entre las personalidades de supervisores y subordinados. La literatura sobre humildad ha destacado la importancia de la humildad de los directivos para el desempeño de las organizaciones. No obstante, es estudio de la influencia de la humildad sobre variables intermedias ha sido escaso, realizando esta tesis una importante contribución al demostrar la influencia que desempeña un líder humilde sobre la mejora de su relación con los subordinados y el consiguiente ajuste o congruencia en comportamientos.

En sexto lugar, esta tesis ofrece una contribución teórica a la literatura sobre auto percepción del individuo al analizar la influencia de dicha auto percepción sobre el compromiso del trabajador con la tarea. El enfoque en el papel que juegan los diferentes tipos de auto percepción en la formación interactiva del compromiso sugiere que los empleados de hoteles altamente independientes o interdependientes tendrán niveles más bajos de compromiso si se usa un liderazgo empoderante. En otras palabras, los resultados muestran que combinar auto percepción y liderazgo sin alinearlos podría desmotivar a los empleados.

### ***5.3. Implicaciones para la práctica empresarial***

Esta tesis doctoral realiza diferentes aportaciones de interés para el ámbito empresarial en general y para el sector hotelero en particular ya que permite a los directivos del sector conocer y comprender mejor los aspectos que pueden influir en el desarrollo de la personalidad proactiva de los empleados, incentivar su compromiso con el trabajo, y fomentar el extra rol de servicio en la industria hotelera. A continuación, se detallan las mismas.

En primer lugar, este trabajo destaca la importancia que tiene el comportamiento de los empleados en contacto con el cliente a la hora de dar respuesta a las necesidades y contingencias planteadas por ellos. Los directivos de las empresas hoteleras han de entender que se encuentran en un sector altamente competitivo y con una demanda cada vez más experimentada y exigente que en su interacción con la empresa pueden plantear necesidades o problemáticas que requieren de una solución satisfactoria para el cliente, cuya solución está en la mayoría de las ocasiones en manos del personal en contacto con él. Es vital entender que en estructuras excesivamente formalizadas, como puede ser el sector hotelero, hay que potenciar en los trabajadores en contacto con el cliente conductas que favorezcan que estén dispuestos a ir más allá de las descripciones formales de su puesto de trabajo. Solamente a través de esa motivación del trabajador para ir más allá de sus tareas y mostrar predisposición para empatizar y ayudar al cliente en sus necesidades, la organización conseguirá resolver las situaciones imprevistas y conflictivas planteadas por sus clientes de una manera satisfactoria, lo cual repercutirá positivamente en la organización.

En segundo lugar, este trabajo ofrece información relevante para los directivos del sector al mostrarles cómo ellos pueden actuar sobre la conducta de sus colaboradores. Es evidente que hay aspectos de los subordinados sobre los que un directivo puede tener escasa o nula influencia, por ejemplo, un trabajador que no le gusta trabajar o que se manifiesta como antisocial o cualquier otra conducta negativa es altamente probable que no esté dispuesto a esforzarse por nada con independencia del estímulo que se le ofrezca. No obstante, si bien ese tipo de trabajadores existen, constituyen una minoría y, en términos generales, las personas tienen ilusión por hacer bien su trabajo, interactuar con sus compañeros, mantener relaciones positivas con los clientes, etc. Pues bien, es en estos casos en los que los directivos han de ser capaces de hacer que afloren esos sentimientos positivos de las personas hacia el trabajo y orientarlos hacia la mejora del desempeño de la organización. En este sentido, el directivo debe comprender que está en sus manos ser capaz de estimular conductas positivas como las anteriormente indicadas, esto es, proactividad, compromiso y extra rol.

En tercer lugar, este trabajo muestra a los directivos cómo pueden estimular dichas conductas. Por un lado, se les demuestra la importancia que tiene para la percepción del subordinado que los líderes se muestren con más humildad. Frente a aquellos que piensan que la humildad puede ser un rasgo de debilidad, este trabajo muestra como el líder humilde va a generar actitudes y sentimientos positivos en sus subordinados. Por otro lado, y frente a las tradicionales estructuras jerárquicas, este trabajo muestra a los directivos que estilos de liderazgo que fomentan la autonomía, participación y responsabilidad de los trabajadores, es decir, liderazgo empoderante, constituye una forma de liderazgo muy poderosa para conseguir que los trabajadores estén dispuestos a salir de su “zona de confort” y se impliquen en una mejor forma de desarrollar sus tareas.

En cuarto lugar, se alerta a los directivos del sector sobre el impacto que pueden tener prácticas que actualmente están de moda. Es habitual que los directivos se vean atraídos por prácticas de gestión que se encuentran de moda y traten de aplicarlas sin más a sus organizaciones, pensando que, si han funcionado en otras organizaciones, estas prácticas también van a funcionar en la suya. No obstante, siempre hay que tener en cuenta los contextos y circunstancias en las que se aplican dichas prácticas. Es por ello, que, si bien el mindfulness se ha visto que produce beneficios importantes para las organizaciones, la literatura señala que esto no siempre puede ser así, sino que depende del contexto en el que se desarrolle. Así pues, esta investigación informa a los directivos del sector hotelero de que estas prácticas de mindfulness en los empleados van a ser contraproducentes para la organización cuando ellos desarrollan estilos de liderazgo orientados a estimular la proactividad de sus subordinados.

Finalmente, este trabajo muestra a los directivos cómo la interacción entre su estilo de liderazgo y personalidad del trabajador influye en el compromiso de los mismos. En este caso los directivos tienen que saber que cuando se proporciona autonomía al trabajador para el desarrollo de sus tareas, ésta ejercerá una presión o influencia sobre el trabajador que influirá en el compromiso del mismo con la tarea tanto si estos tienen una auto percepción con respecto a otros independiente o interdependiente. En este sentido, el directivo debe comprender que trasladar autonomía al trabajador es trasladar más autoridad y responsabilidad al mismo por

lo que la aplicación de este estilo de liderazgo empoderante tendrá un efecto diferente en cada empleado afectando éste al compromiso con la tarea.

#### ***5.4. Limitaciones y futuras líneas de investigación***

A pesar de las contribuciones teóricas y prácticas que se realizan en esta tesis doctoral, éstas deben interpretarse con cautela ya que esta investigación, al igual que otras, no está exenta de algunas limitaciones. Las limitaciones deben verse como algo común en la investigación, ya que en la mayoría de casos los conceptos objeto de estudio son constructos latentes no observables, cuyas mediciones se realizan en función de aproximaciones obtenidas como resultado de cuestionarios conformados por ítems que demuestran las percepciones de los individuos que forman parte de la muestra de estudio. No obstante, estas limitaciones pueden verse como oportunidades para futuras investigaciones. Las principales limitaciones de esta investigación son las siguientes:

En primer lugar se ha obtenido una muestra de conveniencia para contrastar las hipótesis. La muestra de conveniencia es un tipo de práctica común en las investigaciones. Es una técnica de muestreo no probabilístico y no aleatorio utilizada para crear muestras de acuerdo a ciertos parámetros que se requiere que cumplan los individuos que forman parte de la muestra objeto de estudio (Ferris et al., 2015). En el caso de esta investigación, la muestra de conveniencia estaba compuesta por los empleados de hoteles de España que tenían más contacto con los clientes, es decir, ayudantes de recepción, recepcionistas, jefes de recepción, directores, agentes de reservas, entre otros. El principal requisito para incluir a los empleados en la muestra fue el contacto constante que ellos mantienen con los clientes. Si bien la literatura avala la utilización de este tipo de muestras (Ferris et al., 2015) debe tenerse en cuenta que esta forma de muestreo dificulta la generalización de resultados a toda la población, por lo que se sugiere que futuras investigaciones deberían utilizar formas más precisas de muestreo estadístico para poder obtener resultados del total poblacional.

En segundo lugar, se ha tenido un único encuestado para todas las variables. En esta investigación las variables independientes y las variables dependientes se obtuvieron de un mismo encuestado, en el mismo contexto y tiempo, para lo que

se utilizaron cuestionarios de auto informe para conocer los puntos de vista de los empleados. Bester et al. (2015) advierten que las medidas de auto informe son de naturaleza subjetiva y están influenciadas por cómo se siente un empleado en un determinado momento en el tiempo. En esta investigación los trabajadores de los hoteles respondieron sobre sus percepciones en relación a la proactividad y también en lo relativo a la humildad de sus jefes y su estilo de liderazgo. Es oportuno mencionar que las otras variables, como el compromiso y el extra rol, que fueron evaluadas por los trabajadores, podrían haber sido evaluadas por sus propios jefes. Por otra parte, el extra rol de servicio al cliente por tratarse de ser un comportamiento realizado por voluntad propia de los empleados que se encuentran en contacto con los clientes para mejorar la calidad del servicio podría haber sido evaluado por los propios clientes. Así pues, para futuras investigaciones se debería emplear múltiples fuentes de recogida de datos y una breve separación temporal en el proceso de recolección de los mismos.

En tercer lugar, se ha adoptado un enfoque transversal. Hsiao et al. (2015) se refiere al estudio empírico transversal como un tipo de investigación observacional que analiza datos de variables recopiladas en un periodo de tiempo sobre una población, muestra o subconjunto predefinido. En esta tesis se han utilizado datos de corte transversal, lo cual permitió poder analizar los datos del objeto de estudio en un momento determinado. No obstante, sería interesante realizar un estudio que pueda contribuir a analizar las relaciones entre las variables a lo largo del tiempo, pues el estudio de corte transversal no proporciona esta ventaja, por lo que se sugiere para futuras investigaciones realizar un estudio longitudinal, ya que este podría contribuir con más información sobre la causa probable y facilitar una mejor comprensión de las relaciones exploradas en el estudio a lo largo del tiempo. Por ejemplo, se podría analizar los efectos del liderazgo empoderante sobre la personalidad proactiva realizando un seguimiento de los mismos individuos a través del tiempo y de sus generaciones precedentes, lo cual ofrecería indicadores más precisos para conocer los efectos de los cambios en las sociedades estudiadas.

En cuarto lugar, se podría haber omitido la incorporación de otras variables organizacionales e individuales. Distintos contextos organizacionales influyen de



forma directa e indirecta en los desempeños de los empleados, en especial cuando se refiere a la proactividad. Por esta razón la inclusión de ciertas variables en los modelos puede contribuir a una mejor comprensión de las condiciones específicas bajo las cuales se desarrolla la personalidad proactiva, existiendo la posibilidad de obtener distintos resultados. En lo que respecta a futuras investigaciones, se podría sugerir la incorporación de una perspectiva de género en el estudio, considerando como variable de control el género del directivo y observar si existen diferencias en los resultados, es decir, analizar los efectos de la personalidad proactiva del empleado cuando se aplica un estilo de liderazgo empoderante en un directivo de género femenino y cuando se aplica un estilo de liderazgo empoderante en un directivo de género masculino. También se podría considerar para futuros trabajos de investigación analizar la relación de un liderazgo paradójico aplicado en empleados con auto percepciones independientes e interdependientes.

Finalmente, en esta tesis doctoral ha optado por un enfoque cuantitativo, en el cual se llevó a cabo un análisis de datos para probar y demostrar las hipótesis planteadas en esta investigación, dejando de lado las ventajas que ofrecen los enfoques cualitativos en lo que se refiere a la profundidad de la interpretación de los contextos que originan el marco de una investigación, ya que por ser un tipo de enfoque más inductivo ayuda a tener una mejor comprensión sobre elementos de estudio. El enfoque cualitativo es muy utilizado cuando se pretende conocer el desarrollo natural del fenómeno de investigación, es decir proporciona una explicación más descriptiva sobre el comportamiento de las variables y sus relaciones, lo que favorece a una mejor comprensión del contexto del objeto de estudio.

### ***5.5. Consideraciones finales***

A pesar de las limitaciones presentadas en esta investigación, esta tesis doctoral presenta novedosas e interesantes aportaciones al ámbito académico y empresarial.

En una época en donde los directivos de las organizaciones centran su atención en el cumplimiento de metas y objetivos, esta tesis doctoral pone en valor la importancia de incentivar la personalidad proactiva y el compromiso de los empleados a través del liderazgo directivo. En esta tesis se destaca que para lograr

el cumplimiento de metas y objetivos organizacionales, la personalidad proactiva y el compromiso del empleado son un elemento valioso a considerar ya que lo guía para tomar la iniciativa y mejorar su entorno, pero que no se puede lograr sin el apoyo de un directivo demostrado a través de su comportamiento humilde y en la aplicación de un liderazgo empoderante.

Esta tesis considera que cuando un líder es humilde y aplica un estilo de liderazgo apropiado como el empoderante, no solo se incentiva a la proactividad en los empleados sino también se da lugar al desarrollo de comportamientos positivos como el extra rol y el compromiso, además de una identificación compartida.

En este trabajo también se considera importante que el directivo antes de aplicar un estilo de liderazgo debe analizar y valorar el perfil de personalidad de un empleado, es decir si el empleado tiene una auto percepción independiente o interdependiente, debido a que la aplicación de un estilo de liderazgo determinado no necesariamente tendrá el mismo efecto en todos los empleados.

## 5.6. Referencias

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