



# Does organizational empowerment promote self-leadership in hotel management? An analysis based on employees' cultural value orientation

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## BACKGROUND

Research suggests that employee self-leadership may effectively improve customer satisfaction and loyalty. However, the antecedents of employee self-leadership behaviors in the workplace have been underexplored in the literature, particularly in the context of the hospitality.

## OBJECTIVE

Using the job demands-resources (JD-R) model as a theoretical framework, this study investigates a hypothesized moderated mediation model that includes the direct effects of organizational empowerment on self-leadership along with the conditional indirect effect of organizational empowerment on self-leadership through self-efficacy, as conditional on the level of employee uncertainty avoidance orientation.

## METHOD-STUDY DESIGN

This study sampled employees from 15 four-star and five-star hotels in the Guangdong province. The researchers used a convenience snowball sampling technique to collect data which is suitable for the Chinese context.

## METHOD-PARTICIPANTS

Data were collected from 362 participants. The participants were mostly early-career professionals with a mean age of 25 years and a mean tenure with their organization of 2.8 years. Seventy-two percent of the sample was female, and most respondents held a college degree or higher (69%).

## RESULTS

Statistical analysis:

In this empirical study, confirmatory factor analysis, correlation analysis, and regression analysis were conducted.

Regression results of PROCESS.

Path estimated	Self-efficacy		Self-leadership		
Constant	0.77**	3.70**	1.31**	1.03**	3.25**
Organizational empowerment	0.87**	0.64**	0.77**	0.46**	0.51**
Self-efficacy				0.35**	0.18**
Uncertainty avoidance		0.37**			0.19**
Organizational empowerment*Uncertainty avoidance		-0.19**			-0.28**
R <sup>2</sup>	0.32**	0.49**	0.56**	0.43**	0.52**

Note: N = 310. \*p < 0.05, \*\*p < 0.01.

The values in the table are path estimates from the estimated model.

Unstandardized regression coefficients are reported.

Bootstrap sample size = 5000.

Direct and indirect effects of organizational empowerment on self-leadership at high and low levels of uncertainty avoidance.

Outcomes	Mediator	Path	Conditional direct effects						Conditional indirect effects			
			Effect	SE	t	P	95%CI		Effect	Boot SE	Boot 95% CI	
							LL	UL			LL	UL
Self-leadership	Direct effect	High	0.70	0.09	7.67	0.00	0.52	0.89				
		Low	0.31	0.07	4.42	0.00	0.17	0.44				
	Self-efficacy	High							0.14	0.07	0.02	0.29
		Low							0.09	0.04	0.01	0.20
Index of moderated mediation												
Variable									Index	Boot SE	BootLLCI	BootULCI
Uncertainty avoidance									-0.03	0.02	-0.08	-0.01

Note. N = 310. Unstandardized regression coefficients are reported.

Bootstrap sample size = 5000. LL = lower limit; UL = upper limit; CI = confident interval.

## Reference:

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## CONCLUSION

The research results suggest that organization empowerment plays a positive role in enhancing self-leadership through the mediating effects of self-efficacy, with uncertainty avoidance moderating this positive indirect effect. Specifically, for people with low uncertainty avoidance the relationship is much stronger than for people with high uncertainty avoidance.

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