Empowering Leadership, Employee Commitment, and Organizational Citizenship Behaviour: Roles of Leader Authenticity and Trust

Riyan Wazir

MS-HRM 2020

A thesis submitted to NUST Business School for the degree of Master of Science in Human Resource Management

2023

Empowering Leadership, Employee Commitment, and Organizational Citizenship Behaviour: Roles of Leader Authenticity and Trust

Riyan Wazir

MS-HRM 2020

Supervisor: Dr. Muhammad Mustafa Raziq

A thesis submitted to NUST Business School for the degree of Master of Science in Human Resource Management

2023

THESIS ACCEPTANCE CERTIFICATE

It is Certified that the final copy of MSHRM thesis written by Mr/Ms _____
Registration No. _____ of __ ___ has been vetted by the undersigned, found complete in all aspects as per NUST Statutes/Regulations/MS Policy, is free of plagiarism, errors, and mistakes, and is accepted as fulfilment for award of MS degree. It is further certified that necessary amendments as pointed out by GEC members and foreign/local evaluators of the scholar have also been incorporated in the said thesis.

Signature of Supervisor with stamp: _____

Date: _____

Programme Head Signature with stamp: _____

Date: _____

Signature of HoD with stamp: _____

Date: _____

Countersign by

Signature (Dean/Principal): _____

Date: _____

I hereby state that no portion of the work referred to in this dissertation has been submitted in support of an application for another degree or qualification of this or any other University or other institutes of learning.

Student's Name _____

Signature _____

Date _____

Acknowledgments

In the name of Allah, the most Gracious, the most Merciful.

First and foremost, I am thankful to Allah Almighty for granting me the strength, knowledge, and ability to complete my thesis and aid me in achieving this MS degree. With His constant support, I have reached this stage of my life.

I also express my gratitude to my respected supervisor, Dr. Muhammad Mustafa Raziq, whose guidance has helped me in the completion of this thesis. I would also like to thank the rest of my thesis committee: Dr. Mumtaz and Dr. Owais, for their insightful questions and suggestions.

To my incredible parents, Ayaz and Maryam Wazir, I am eternally grateful. It is because of their support, protection, and encouragement throughout my life that I have made it this far in my academic journey.

Dedicated to my wonderful parents.

Abstract

Purpose – This thesis focuses on the role of empowering leadership through the mediating mechanism of trust in the leader and the moderating mechanism of leader authenticity. It contributes to prior literature by responding to the need to study the positive outcomes of empowering leadership, its relationship with trust in the leader, and the need to study more than one leadership style simultaneously.

Design/methodology/approach - The model was studied through the lens of the leader-member exchange theory. Using bootstrapping tests and structural equation modeling, the model was tested with a sample of 153 participants from the hospitality industry.

Findings - It was found that trust in the leader mediates the relationship between empowering leadership and citizenship behaviour as well as commitment amongst employees and that the direct relationships between empowering leadership and the two outcomes exist as well. Moreover, the moderating role of leader authenticity was examined.

Originality/value – This study brings to light the significance of empowering leadership, especially for hospitality workers who often operate in an autocratic and deeply hierarchical environment. The essential linkage between empowering leadership and trust in the leader was empirically verified in this paper. Results provide a pathway for employees and how their supervisors should adopt an empowering form of leadership and inculcate trust in employees. Findings indicate significant theoretical and practical implications and provide recommendations for future research.

Keywords – empowering leadership, leader authenticity, trust in the leader, employee commitment, organizational citizenship behaviour

Contents

8

9

List of Figures

List of Tables

CHAPTER 1: INTRODUCTION

This chapter starts by providing the background of the study. This is then followed by the problem statement. The purpose of this chapter is to develop an understanding of the research topic by focusing on the concept of empowering leadership and how it cultivates positive employee outcomes through the mediating and moderating roles of trust in the leader and the leader's authenticity, respectively.

The chapter is structured as follows: 1.1 describes the introduction and background of the study, 1.2 states the problem statement, 1.3 identifies the research aim, 1.4 lists the research objectives, 1.5 states the research questions, 1.6 discusses the justification for the research topic/research gap, 1.7 explains the significance and scope of the study, and 1.8 describes the structure/overview of the study.

1.1 Introduction and Background of Research

Over the past few years, researchers have been interested in studying how leaders can empower their followers (Kim et al., 2018, Lee et al., 2018, Sharma and Kirkman, 2015), as this form of leadership is often associated with advantageous outcomes, including employee satisfaction (Zhang and Bartol, 2010), creativity (Dong et al., 2015), team innovative behaviour (Lin et al., 2022), knowledge sharing behaviour (Srivastava et al., 2006), among others. However, the necessity of a leader being both empowering, and authentic in what they preach to others has not been widely studied. This concept has re-emerged and is now being studied widely to reap its benefits in times of uncertainty, as workplaces are now incorporating more and more team-based work environments, therefore studies concerned with looking into aspects influencing team effectiveness are emerging (LePine et al., 2008, Mathieu et al., 2017). The impact of empowering leadership behaviour at the individual level ought to be more delved into, as leaders might treat and empower individual employees differently (Kim and Beehr, 2020).

To understand how leaders can inculcate trust in their followers, it is imperative to empower them. It is proposed that a leader that empowers their followers leads to positive organizational outcomes, as empowerment of followers leads to the development of a sense of commitment

and citizenship behaviour. Given authentic leadership is notably promising in this area, this study also examines the role of leaders in the hospitality sector (Jacques et al., 2015, Ling et al., 2017). Leaders that are authentic are able to obtain respect, trust, and credibility from their followers (Niesche and Haase, 2012). Consequently, it makes sense to research leader authenticity in the hotel industry (Qiu et al., 2019). The challenges faced by hospitality employees of workplace stress, uncooperative environments, heavy workload, and low pay (Kim and Agrusa, 2011), which then increase absenteeism and turnover (Huertas-Valdivia et al., 2019), can be addressed by allowing the employees to take part in decision-making, to work proactively to solve issues, identify solutions, discover purpose in their work, among other outcomes of empowering leadership (Hassi, 2019, Zhang and Zhou, 2014).

Minimal research on empowering leadership has been carried out at the individual level (Graen and Uhl-Bien, 1995), as there was a difference in how much empowerment supervisors allowed to their followers (Ahearne et al., 2005). Furthermore, (Zhang and Bartol, 2010) conducted a study and promoted the examination of the effect of empowering leadership at the personal level. The findings of these publications indicate that it is important to concentrate on empowering leadership behaviours at the individual level. (Kim and Beehr, 2020).

This study will add to the corpus of knowledge regarding the key mediating role of trust in the leader with empowering leadership as available information is scarce in this regard, as well as whether empowering leadership will lead to positive organizational outcomes: employee commitment and organizational citizenship behaviour. This study reports a cross-sectional, individual-level analysis of empowering leadership, leader authenticity, and how this results in organisational citizenship behaviour and employee commitment through the mediation function of leader trust. This thesis is studied through the theoretical lens of the leader-member exchange theory (LMX).

1.2 Problem Statement

Research has looked at various organizational outcomes vis-à-vis empowering leadership such as lateness, absenteeism, turnover intention (Kim and Beehr, 2020), innovative work behavior and organizational deviance (Rai and Kim, 2021), positive work behaviour, physical withdrawal, and psychological withdrawal (Kim and Beehr, 2020) have been studied.

However, limited research has been done regarding the underlying mechanism that relates to empowering leadership with various organizational consequences such as citizenship behaviour and commitment. Furthermore, there is scarce research that has studied trust in the leader and leader authenticity with empowering leadership.

Research on leader authenticity suggests that leaders must practice what they preach. However, many other leadership styles suggest various skills and abilities of leaders. Leader authenticity is a distinctive construct as it has an explicit focus on the role of the leader concerning what they preach. Therefore, there is limited understanding of the relationship of empowering leadership with certain outcomes, particularly where the leader is authentic versus where the leader is less authentic, with other organizational outcomes such as commitment and citizenship behaviour, and with trust in the leader as it has been suggested that future research should study trust as a mediating variable with positive organizational outcomes (Kim and Beehr, 2020).

1.3 Research Aim

This study aims to assess whether the relationship between empowering leadership and trust in the leader is moderated by leader authenticity and to determine whether the relationship between empowering leadership and employee commitment, organizational citizenship behavior is mediated by trust in the leader and whether empowering leadership leads to the proposed positive organizational outcomes. It also aims to study the role leaders have in remaining authentic and inculcating trust in their employees/followers. Furthermore, this study aims to determine the presence and impact of leader authenticity and empowering leadership in Pakistan.

1.4 Research Objectives

- To examine the mediating role of trust in the leader in the relationship between empowering leadership and employee commitment.
- To examine the mediating role of trust in the leader in the relationship between empowering leadership and organizational citizenship behaviour.

14

- To examine the moderating role of leader authenticity in the relationship between empowering leadership and trust in the leader.

1.5 Research Questions

- Does trust in the leader mediate the relationship between empowering leadership and employee commitment?
- Does trust in the leader mediate the relationship between empowering leadership and organizational citizenship behaviour?
- Does leader authenticity moderate the relationship between empowering leadership and trust in the leader?

1.6 Justification for the Research Topic/Research Gap

This research aims to close a gap in the literature that pertains to the role of leader authenticity between empowering leadership and trust in the leader. It also aims to fill the gap by studying the relationship between empowering leadership and trust in the leader, as well as analyze whether it produces the positive outcomes as proposed; as Kim and Beehr (2020) suggested in their paper that the positive side of empowering leadership should be studied, by taking trust as a mediator. Lee et al. (2018) stated that the examination of the mediating role of trust in the leader in the field of empowering leadership has scarcely been studied. This study also strives to fill the gap in the literature by adding to the body of knowledge the positive outcomes of leader authenticity, as there is limited understanding of the organizational outcomes associated with leader authenticity and its boundary conditions (Wang et al., 2018). There has been little research done in which different forms of leadership have been studied together, whilst studies on a single style or behavior of leadership have been researched (Cengiz Ucar et al., 2021). Furthermore, this study will be conducted in Pakistan, thereby adding research knowledge to the Pakistani context; as there are many unanswered questions related to the authentic form of leadership in a non-Western context (Northouse, 2018).

1.7 Significance and Scope of the Study

Although the concept of empowering leadership has sparked interest amongst researchers in recent years, there is a dearth of how it can lead to various organizational outcomes. Due to the aftermath of COVID-19, as tourism has increased, and the hospitality sector is in demand more than ever with globalization at an all-time high, it would only be fitting to study the positive effects that are produced by a rather newer form of leadership to reap its benefits in the industry. There has been wide attention in the realm of leadership on how to prepare organizations to better cope with the speed of change and the rising sense of uncertainty (Lee et al., 2018). The pressures of rapid change have resulted in the development of leadership forms that emphasize more autonomous work environments (Audenaert and Decramer, 2018). Therefore, it is imperative to gather new data and examine the effects of empowering leadership, particularly in the hospitality industry as employment in this sector is characterized by aspects of redundant work, high turnover rates, deep hierarchical structures, etc. This research will gather information concerning Pakistan and focus on how empowerment and authentic leadership practices prevail in the region. Furthermore, this study will contribute to the HRM literature by bringing to light new data regarding the constructs of empowering leadership, employee commitment, organizational citizenship behaviour, trust in the leader, and leader authenticity and the relationships between them. Moreover, this research will simultaneously study the effects of two styles of leadership, while most studies only focus on one form of leadership (Cengiz Ucar et al., 2021).

The scope of the study will apply to the managers, employees, and policymakers of the organizations from which data will be collected. The findings will also be of significant use to the hospitality sector, and all sorts of organizations in general, as it highlights the importance of instilling trust in managers through autonomous working conditions, thereby encouraging organizations to adopt this promising form of leadership to achieve beneficial organizational outcomes in these changing times.

1.8 Structure of the Study

This research is a quantitative study concerned with the relationship between 5 different variables in total. The study is divided into 7 different chapters; chapter 1 gives an insight into

the background and purpose of the study, chapter 2 contains prior literature and links it with relationships that will be delved into, and chapter 3 is about the methodology used to collect data, the measures used, and the elements of the research instrument, chapter 4 details the results of data analysis, finalized by the discussion and conclusion detailed in chapter 5. Chapter 6 lists the references, and chapter 7 is the appendix where the study questionnaire is attached.

Figure 1: Structure of Study

Chapter 1: **Introduction**	• Introduction and background of research, problem statement, research aim, research objectives, research questions, justification for the research topic/rationale/research gap, structure of the study
Chapter 2: **Literature Review**	• Definition and literature of variables, critical analysis of literature, formation of theoretical framework with theoretical and empirical support, development of research model, and hypothesis development
Chapter 3: **Methodology**	• Research philosophy, design, and approach, participants and procedure sampling technique sample size measures instrument/survey questionnaire design and administration analytical procedure
Chapter 4: **Data Analysis**	• Reliability analysis of variables, discriminant validity analysis of variables, Structural Model / significance testing, summary analysis of hypotheses, demographics results analysis
Chapter 5: **Discussion and Conclusion**	• Discussion, theoretical and practical contributions, limitations of the study, future directions
Chapter 6: **References**	• All references listed
Chapter 7: **Appendix (survey questionnaire)**	• Thesis questionnaire attached

CHAPTER 2: REVIEW OF LITERATURE

This chapter lays out the foundation for the study. It thoroughly explains the past research that has been done, the findings, and their importance. This chapter consists of the following sections: Section 2.1 describes the concept of Empowering Leadership in detail. Section 2.2 describes the concept of Trust in the Leader in detail. Section 2.3 explains the concept of Employee Commitment in detail, Section 2.4 describes the concept of Organizational Citizenship Behaviour in detail, 2.5 explains the concept of Leader Authenticity in detail, 2.6 consists of the theoretical framework and details the relationships between each variable, and it includes a table of all the hypotheses of the study, 2.6 explains the theory that is linked this study, 2.7 depicts the hypothesized research model followed by the evidence of relationships present between the variables through literature, and 2.8 lists all of the hypotheses in this study.

2.1 Empowering Leadership

During the past few years, empowering, trust-based Human Resource Management (HRM) practices embraced by organizations as employees are then motivated through giving and sharing of autonomy, and flexibility in the organization, and enabling access to information through communication and information mechanizations (Peters et al., 2014). It has been observed that when employees are empowered, they can adjust their work activities based on their understanding and knowledge (Audenaert et al., 2020). Empowering leadership is defined as a practice by which the leader instills authority, drive, independence, among other workplace benefits among followers (Ahearne et al., 2005, Zhang and Bartol, 2010, Sims Jr et al., 2009, Fachrunnisa et al., 2019). This type of leadership is often studied and encouraged to adopt as it is believed to cultivate employee behaviours that are advantageous to the organization, studies on empowering leadership state that it is linked with positive work consequences as once employees are empowered, they are internally motivated and feel passionate about their work (Kim and Beehr, 2020).

Having empowered workers can have desirable consequences such as an effect on their performance (Rapp et al., 2016). Amundsen and Martinsen (2014) assert that because power is shared and support is given, empowering leadership inherently drives an employee. Despite

19

the many methods that leaders can try to influence their subordinates, empowering leadership is a moderately unique way to do so, as the foundation of this leadership entails followers leading themselves, a sort of descending transfer of power (Amundsen and Martinsen, 2014). As the realm of leadership is well-established and consists of a large number of leadership styles, empowering leadership was being unearthed, encouraged, and measured, and it was important to observe its relationship with other styles of leadership and how it differs from them (Kim and Beehr, 2020).

Through the dividing of broader responsibilities, the authority to make decisions, and enabling employees to schedule their tasks and make judgements, as well as the power to make decisions, empowering leaders can help and support employees (Hill and Bartol, 2016). By empowering followers, the resource cluster of the dividing of authority, self-determination, independence, and motivation of followers to exhibit proactive behaviours can be achieved (Kim and Beehr, 2021). In order to address problems observed in the hospitality industry, many authors view this form of leadership as one of the most beneficial (Boukis et al., 2020, Hassi, 2019, Hoang et al., 2021, Huertas-Valdivia et al., 2019, Lin et al., 2020), such as difficulty in engaging employees due to the presence of inflexible leadership or deeply hierarchical structures (Huertas-Valdivia et al., 2021, Wu et al., 2021, Yu et al., 2021).

2.2 Trust in the Leader

The ability to trust must be fostered in followers by leaders. While trust in the organisation refers to the general perception among employees of the organization's reliability, trust in the leader refers to an employee's readiness to be susceptible to the acts and behaviours of their leader, which are beyond their control. (Sendjaya and Pekerti, 2010). Trust in a connection is the cement between leaders and their employees that holds them together (Mineo, 2014). The existing literature states that in work relationships, trust is vital as it enables cooperation, opens up communication channels, and satisfaction in the process of making decisions (Morgan and Hunt, 1994, Kanawattanachai and Yoo, 2002). However, there are limited studies available on how empowering leadership can influence trust (Ahearne et al., 2005).

When an employee is in a mental state that supports a favourable belief in the leader's intentions and goals, or when they act in risky situations, that employee has trust in the leader (Gao et al.,

20

2011). The confidence that followers have in their leaders demonstrates that they believe they will act with their best intentions at heart and will not exploit their vulnerabilites (Baer et al., 2015).

According to Yeo (2020), leaders lose their grip on current circumstances and no longer have the ability to influence people when they sit alone in strategic planning. To motivate employees and bring out their optimal performances into designated tasks, employees have to trust their leaders (Riyanto and Jonathan, 2018). Caniëls and Hatak (2022) in their study state that by forming and sustaining long-term relationships based on trust with their employees, leaders can increase the resilience of their subordinates, which can result in creativity and organizational change. When followers trust their leader, they will have the drive to put in more effort, and execute citizenship behaviours, hence resulting in an increased level of contextual and task performance (Legood et al., 2021).

2.3 Employee Commitment

Employee commitment also referred to more commonly as organisational commitment, is the overall bond between an individual and the company they work for (Lambert et al., 2013, Mowday et al., 2013).

Commitment, as noted by Feng et al. (2016), is the comparative strength of individuals in noticing employee participation in the company, which involves the aspiration to sustain organizational membership, readiness, and intention to make concrete efforts for the company, and the embracing of organizational values. Employees that are committed know their duty when they are to fulfill functional objectives, achieve excellence when performing a task, and accomplish organizational goals, will positively influence their work partners (Harter et al., 2002). Employee commitment has been widely seen as conducive to organizational performance, as seen in the works of Robbins et al. (2015) who state that commitment is a condition in which one prefers an organization and seeks to secure membership in it. Saraih et al. (2017) also stated that an employee can provide higher productivity levels and an edge in competitiveness to an organization when they have increased levels of commitment to the company.

Correspondingly, this commitment of an employee consists of the employee's involvement with organizational values, identification with and sustainment of a positive commitment, and connection to the company. This, thereby, results in increased levels of performance (Risla and Ithrees, 2018, Suharnomo and Hashim, 2019). An employee's level of excitement for the tasks assigned at work is also considered employee commitment (Dalkrani and Dimitriadis, 2018). Employee commitment is known to bring many benefits such as an increased level of job satisfaction, sales, performance on the job, shareholders' total return, decreased level of desire of an employee to quit, decreased turnover, and decreased intention to look for another job (Alagan and Shanker, 2022). However, the level of employee commitment may likely vary, so it is attributed as an HR concept that is hard to define. There is a difference in opinion on conditions for, direction, and development of commitment, as well as what level of commitment defines commitment (Teo et al., 2020). Employee commitment differs from individual to individual, hence making it challenging to measure, classify, and generalize (Nicholson, 2003).

Employee commitment refers to a sense of attachment employees feel towards their organizations. Loyalty toward an organization makes an employee grasp and feel attached to organizational objectives, by developing a sense of meaning. When these characteristics are present in an employee, it provides them with a competitive edge as they are more concentrated, effective, and more ready to provide ideas when required (Uddin et al., 2018). This is crucial, as the competitive landscape of today cannot allow an organization to reach the pinnacle of success without the presence of commitment of its employees to the objectives of the organization and its willingness to be effective team members (Dixit and Bhati, 2012).

2.4 Organizational Citizenship Behavior

The second outcome observed in this research study is organizational citizenship behavior (OCB). OCB is an important variable to study as this is not only beneficial to the employees themselves, but also to their colleagues with whom they showcase these behaviors. OCB is defined as a multidimensional process characterized by organizational loyalty and complaisance, sportsmanship, helping attitudes, self-growth, and a sense of morality (Kumari and Pradhan, 2014). Employees who associate strongly with their organizations are more likely

to have higher levels of OCB, as OCB indicates the voluntary behaviors or endeavors undertaken by employees to provide some benefit to their organizations (Hagemann et al., 2020).

It has been recognized that employees are respected more and are better off in an organization when they exhibit organizational citizenship behaviour. Therefore, employees who demonstrate OCB in an organization are essential to the organization as they have higher productivity as compared to other employees (Sa'adah and Rijanti, 2022). Trimisat (2020), Verianto (2018), Yasa et al. (2021) state that OCB is a behaviour that is conducive to the efficiency of an organization and is not linked directly to the reward system of the organization. OCB is essential for an organization to perform effectively (Organ et al., 2005, Peng and Chiu, 2010).

The concept of OCB has attracted attention from researchers and managers due to its ability to improve the efficiency of an organization, aid the organization in adapting to the changing nature of the competitive markets, and boost self-management among other positive managerial outcomes (Han et al., 2022). As OCB has been shown to produce the aforementioned results, as well as promote the professionalism of employees, increase productivity, hone a conducive work culture, and can benefit the organization in numerous other ways (Chen et al., 1998), it is imperative to study OCB to enhance the development and evolution of organizations (Han et al., 2022). OCB has also received more attention from researchers due to its impact on competitiveness and flexibility (Podsakoff et al., 2009). One of the ways an organization's success can be accomplished is if the workforce is willing to do tasks outside of their main responsibility, these can include working together, advising one another, the desire to use their time efficiently, and wanting to help one another (Dewi et al., 2022). Supriadi et al. (2019) state that employees with good levels of OCB tend to show professionalism in their work and produce work of quality. Al-Amri et al. (2016) found that OCB sets the scene for an employee to perform tasks beyond those stated in the job description, without expecting anything in return and take part in tasks of other employees to help both fellow employees and the organization as a whole to achieve the objectives set.

In the hospitality industry, as the rate of turnover is normally high, a good indicator of the quality of service and HR management outcomes is the OCB of new employees; also owners of hotels expect that their employees will exhibit OCB; In this industry, OCB is not specifically

23

acknowledged but the supervisors disseminate the behaviour expected of an employee (Chang and Uen, 2022).

2.5 Leader Authenticity

Over the last two decades, the concept of a leader being authentic has garnered more attention due to the leaders' and employees' appeal to this transparent form of leadership amidst high-profile leadership failures and business scandals, as authenticity in leadership creates an environment that enhances self-awareness, ethics, and morality (Avolio and Gardner, 2005, Kokkoris and Sedikides, 2019, Luthans and Avolio, 2003). The significance of authentic leadership has become greater due to the necessity of leadership that is transparent and trustworthy (Avolio and Gardner, 2005).

Leader authenticity refers to behaviors involving authentic leadership and the leader's emotions of authenticity (Cha et al., 2019, Gardner et al., 2009), and authenticity, as defined by Kernis (2003), is the unhampered functioning of an individual's genuine, or core, self in one's everyday endeavour. However, it entails other characteristics as well including optimism and self-confidence (Arda et al., 2016, Ilies et al., 2005, Shamir and Eilam, 2005). Authentic leaders are unwavering in what they do and what they say (Simons, 2002). In a data-driven age of social network distractions and constant connectivity, many leaders may find it difficult to remain grounded in their values, goals, objectives, emotional experiences, and feelings, and so the workings of a leader's authentic core-self can become clogged (Dietl and Reb, 2021). A somewhat contesting view has been raised by Alvesson and Einola (2019), who state that leader authenticity is not a reflection of a leader's noble innate qualities to promote positive follower behaviors and company outcomes, rather, it is a social occurrence as individuals find it hard to deal with a multitude of pressures and standards, therefore making leader authenticity a challenging territory and a "cultural minefield" that would benefit from practicality, integrative discussions, astuteness and perform with the culture of the organization.

One of the most significant qualities of authentic leaders is that they do not forcefully impose their decisions, but develop behaviours, authentic principles, and cultural beliefs that inculcate a feeling of responsibility among followers (Khan et al., 2021);(Talib et al., 2019). The quality of being a role model, "to set an example", is the most significant component of the authentic

24

leader (Asad et al., 2022). A somewhat different view is brought by Luthans and Avolio (2003) who state that authentic leadership is a methodical behaviour that strives to inculcate positive psychological capital amongst followers and foster an environment that promotes a healthy work culture in organizations that brims with values, positive work morals, and an awareness of responsibility and honesty.

Table 1: Operational Definitions of Variables

Variable	Definition
Empowering Leadership	Empowering leadership is defined as "a process through which the leader inculcates autonomy, power, motivation, and other work privileges among followers" (Ahearne et al., 2005, Zhang and Bartol, 2010, Sims Jr et al., 2009, Fachrunnisa et al., 2019).
Trust in the Leader	Trust in a leader is defined as the willingness of an employee to be susceptible to the actions and behaviours of their leader, which are out of the control of the employee (Sendjaya and Pekerti, 2010).
Employee Commitment	Employee commitment also referred to more commonly as organizational commitment, is defined as the overall connection between an employee and the organization they work in (Lambert et al., 2013, Mowday et al., 2013).
Organizational Citizenship Behaviour	OCB is defined as a multidimensional process characterized by organizational loyalty and complaisance, sportsmanship, helping attitudes, self-growth, and a sense of morality (Kumari and Pradhan, 2014).
Leader Authenticity	Leader authenticity refers to behaviors involving authentic leadership and the leader's emotions of authenticity (Cha et al., 2019, Gardner et al., 2009), and authenticity, as defined by (Kernis, 2003), is the unhampered functioning of an individual's genuine, or core, self in one's everyday endeavour.

2.6 Theoretical Underpinning/Support

This study has its theoretical underpinning in the leader-member exchange (LMX) theory. Empowering leadership is studied from the viewpoint of the LMX theory, which is a well-known theory that views the relationships between employers and employees from a relationship-based viewpoint (Power, 2013, Olutade et al., 2015). This theory argues that not all leaders treat their employees equally, hence it is vital to study their behaviors at an individual level (Graen and Uhl-Bien, 1995). Behaviours through which supervisors build trust are significant in ascertaining the 'investments' of the employee in LMX relationships (Deluga, 1994). It has been proven from prior studies that studying the effect of empowering leadership behaviors at an individual level is suitable; Empowering leadership has been proven to have a positive relationship with LMX theory (Kim and Beehr, 2020), and studying the relationship between LMX and empowering leadership is a promising prospect (Kim and Beehr, 2021).

2.7 Hypothesized Research Model

Figure 2: Research Model
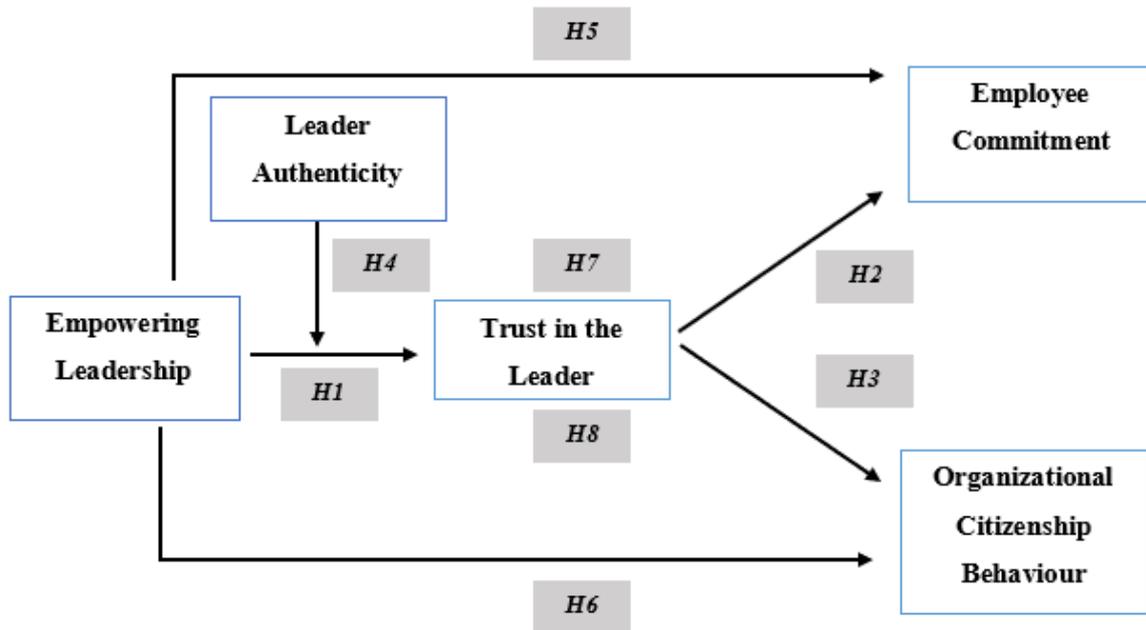
Table 2: Visual Description of the Research Model

Independent Variable	Empowering leadership
Dependent Variables	Employee Commitment, Organizational Citizenship Behaviour
Moderator	Leader Authenticity
Mediator	Trust in the Leader

2.7.1 Relationship between Empowering Leadership and Trust in the Leader

It is imperative to study empowering leadership from the employees' perspective as well, i.e., rather than studying leaders' trust in employees, it is studied from the perspective of employees' level of faith in their assigned leaders (Han et al., 2019). Empowering leadership is essential to provide a climate of trust in employees for their leaders and organizations (Arnold et al., 2000, Zhang and Bartol, 2010, Schaubroeck et al., 2011), which in turn will result in other positive behaviors. As previous studies have shown, empowering leadership has a direct, favourable relationship with outcomes related to the job (Ahearne et al., 2005, Lorinkova et al., 2013, Chen et al., 2011). Trust is the driver through which collaborative connections take place between leaders and followers (Wei et al., 2018).

Followers will have faith that their managers will treat them with justice, respect, and deliberation when behaviours stem from a leader who is empowering, and this adds to the rise in the level of trust in the leader (Kim et al., 2018). The growth of a trust-based relationship can be strengthened by commending and involving the ideas and thoughts of followers during the process of decision-making (Burke et al., 2006). When leaders exhibit empowering behaviours, followers are prompted to believe that such leaders are acting in their best interests and are interested in their personal growth (Amundsen and Martinsen, 2014). Additionally, when a leader provides autonomy, power, and the ability to make decisions with their followers, it signals to the followers that their leaders have confidence in their skills and abilities, and deems them competent and qualified organizational members (Kim and Beehr, 2021). Biemann et al. (2015) assert that a leader that empowers will be better involved more frequently in social exchanges that have higher quality, and this will develop into relationships with their followers that are based on a high amount of trust; Contrastingly, when empowering leadership is absent, it signals a deficit of trust and reliance of the leader in the follower.

Therefore, based on the extant literature, it is stated that empowering leadership includes the construct of trust. The perception of followers of the honest behaviours of the leader is a significant contributor to the followers' trust in the leader (Korsgaard et al., 2015, Whitener et al., 1998).

Hence, the following hypothesis is drawn:

Hypothesis 1: Empowering leadership and trust in the leader are positively associated.

28

2.7.2 Relationship between Trust in the Leader and Employee Commitment

It is proposed that the relationship of trust in the leader is positively related to two outcomes: employee commitment and organizational citizenship behavior. Trust has been proven to produce a multitude of different positive outcomes, such as organizational commitment, citizenship behaviors, and team performance. A significant source of task performance and organizational citizenship behaviour of employees is a higher amount of leader trust (Dirks and Ferrin, 2002).

In prior literature, there is growing evidence that indicates that trust and identification with one's colleagues in the workplace – leaders, for example, significantly and positively impact the happiness of employees. Hence, it is imperative for leaders to grow and manage the commitment of employees, especially founded on trust, as employees are more likely to show commitment towards an organization when the leader is honest and trustworthy (King and Grace, 2008).

Hypothesis 2: Trust in the leader and employee commitment are positively associated.

2.7.3 Relationship between Trust in the Leader and Organizational Citizenship Behaviour

It has been posited that when leaders are trusted by their followers, followers then reciprocate justice and sincerity by showcasing OCB (Organ et al., 2005). In a paper by Dirks and Ferrin (2002), it was shown that trust in leaders is positively associated with conducive organizational outcomes, e.g., OCB, job satisfaction, job performance, and organizational commitment. Rubin et al. (2010) in a later study established that trust in leaders greatly predicts OCB. Qiu et al. (2019) also established in their study that customer-oriented OCB in the hospitality sector of China is strongly linked to trust in leaders.

Hendrawan and Sucahyawati (2017) state that several factors can impact OCB such as employee commitment, organizational culture, transformational and servant leadership, social responsibility, age of employees, justice, collectivism, and involvement in their work.

Therefore, it is hypothesized:

Hypothesis 3: Trust in the leader and organizational citizenship behaviour are positively associated

2.7.4 Relationship between Empowering Leadership and Leader Authenticity (Moderating role of Leader Authenticity)

Empowerment is a means by which authentic leadership may impact individuals (George, 2003). When leaders exhibit authentic behaviours that cultivate a shared sense of goals at both the individual and broader collective level, the influence of empowerment on favourable outcomes including employee engagement and job satisfaction is increased (Megheirkouni, 2021). A genuinely authentic leader will certainly make their employees feel empowered (Mubarak and Noor, 2018). Leaders that are authentic understand the significance of the effect of hope, trust, conducive feelings, and the understanding of the behaviours and attitudes of employees (Avolio et al., 2004a). It has been noted in previous research that authentic leaders have followers who have increased awareness of their empowerment psychologically to accept a greater sense of responsibility for their work (George, 2003, Ilies et al., 2005). Another insight is provided by Wong et al. (2010) who found that when nurses thought the leader to be authentic, the nurses positively respond to the tasks they are given, thereby showing an increase in work engagement and trust in management. A study by Laschinger et al. (2013) found the essential role of authentic leadership in producing work environments that are empowering and in producing high levels of job satisfaction irrespective of the experience level of the followers.

Given the aforementioned literature, a relationship between empowerment and authentic leadership is probable (Laschinger et al., 2007, Wong and Laschinger, 2013, Zhu et al., 2004). It has been noted that with authentic leadership, the level of leader-member exchange increases which produces a sense of independence and trust among followers to fearlessly share their conflicting opinions among employees, and allows followers to easily take responsibility (Avolio and Gardner, 2005).

Thus, it is hypothesized:

Hypothesis 4: Leader authenticity moderates the relationship between empowering leadership and trust in the leader.

2.7.5 Relationship between Empowering Leadership and Employee Commitment

As cited earlier, empowering leadership results in participation, the autonomy of followers, and development by motivating the use of self-direction, so empowering leaders are prepared to support their followers and distribute power with them. Therefore, empowering leadership gives rise to positive psychological reactions and behaviours from followers (Kim and Beehr, 2020). Numerous studies have proven that a positive relationship between a style of leadership and employee commitment exists, as determined by Mert et al. (2010), Bučiūnienė and Škudienė (2008), and Lo et al. (2010). According to Kaplan (2010), commitment to the organization, which is an antecedent of conducive behaviours in the organization, can be brought about by several factors, one of which is empowerment. As studied by Ruiz-Palomo et al. (2020), the empowerment of employees greatly increases employees' commitment. In a study conducted regarding hotel employees (Meng and Han, 2014), it was found that when employees are empowered, it guarantees that they have the necessary competencies, autonomy, and ability to be involved in decision-making related to their position in the organization. Therefore, the empowerment of employees has a positive relationship with organizational commitment (Kruja et al., 2016). Other authors emphasized that employees that are empowered are more connected to their organizations and their intention to quit is reduced (Nelson, 2012, Islam and Amin, 2021, Bhatnagar, 2012, Hoang et al., 2021, Quek et al., 2021).

The objective of leaders empowering employees is to allow the employee to become an owner of their job (Odabaş, 2014), as this ownership of jobs will make an employee more committed (Hıdıroğlu and Tanrıöğen, 2022). It is stated that numerous justifications exist as to why empowerment impacts employee commitment (Megheirkouni, 2021). The justifications put forward are: (a) a job that is meaningful to the employee produces a suitable fit between the purposes and responsibilities of an employee's work roles in the organization and their individual value system; (b) employees will believe they are capable to perform their tasks with expertise and success, encouraging them to put more effort into the organization; (c) autonomy

31

enables employees to have control over their tasks and provides them a voice in the decision-making process, thereby their involvement in the organization increases; and (d) allowing them to be able to influence helps the employees in their possibilities to take part in moulding the organizational system of which they are a part of (Kirkman and Rosen, 1999). Previous research has shown that an increase in the empowerment of an employee leads to an increase in their organizational commitment (Bhatnagar, 2005, Menon, 2001). A considerable amount of research has posited that empowerment has a positive relationship with beneficial outcomes such as commitment (Avolio et al., 2004b).

Hence, it can be stated that the style of leadership adopted has a significant impact on employee commitment; it is also to be noted that many studies were carried out in business organizations and a similar study has not yet been carried out in the hospitality sector (Ramos-Maçães and Román-Portas, 2022).

From the above literature, a hypothesis is drawn:

Hypothesis 5: Empowering leadership and employee commitment are positively associated.

2.7.6 Relationship between Empowering Leadership and Organizational Citizenship Behaviour

According to Alheet et al. (2021), a factor that has an impact on a creative work environment and employee behaviour is leadership style. The evidence to support the positive relationship between change-oriented OCB and empowering leadership is plentiful (Martin et al., 2013, Maynard et al., 2012). An empowering leader who justly practices and promotes decision-making processes encourages positive employee attitudes such as OCB (van Dijke et al., 2012). Wang et al. (2022) in their paper found that employees who sensed a gain in workplace status as a result of empowering leadership reciprocated this in the form of organizational citizenship behaviour. In a paper by Hıdıroğlu and Tanrıöğen (2022), it was confirmed that by empowering teachers, organizational citizenship behaviour increases.

Therefore, it is hypothesized:

Hypothesis 6: Empowering leadership and organizational citizenship behaviour are positively associated.

32

2.7.7 Relationship between Empowering Leadership and Employee Commitment through the mediating role of Trust in the Leader (Mediating Role of Trust in the Leader)

The relationship between empowering leadership and trust is studied, as trust is two-way; when a leader shows trust in their employees, the employees will trust their leaders as well. (Kim and Beehr, 2020). For employees to remain committed to their work, trust is a key factor. The concept of trust and commitment can be related to a similar notion of "employees traveling extra distances", which is a trait of workers that are engaged (Abbas et al., 2020). One can then state that trust in the leader propels an employee to stay motivated and focus on the tasks set for them, and it is a condition of a vital work setting (Zhou et al., 2022). Therefore, it is proposed that there is a mediation effect of trust in the leader in the relationship between empowering leadership and employee commitment:

Hypothesis 7: Trust in the leader mediates the relationship between empowering leadership and employee commitment.

2.7.8 Relationship between Empowering Leadership and Organizational Citizenship Behaviour through the mediating role of Trust in the Leader (Mediating Role of Trust in the Leader)

It has been shown in a paper by Chan et al. (2008) that empowerment that is fueled by trust results in extra-role behaviours as employees have faith that their sacrifice will be rewarded in the future, thus confirming the mediating role of trust between empowerment and organizational citizenship behaviours. Once high trust in the leader is established, employees will likely exert extra effort in the achievement of goals and be generous to others, even though this is not a formal requirement by the organization, but it happens because the construct of trust plays a significant part in the curtailment of uncertainty around reciprocation (Burke et al., 2007).

Hence, the final hypothesis is drawn:

Hypothesis 8: Trust in the leader mediates the relationship between empowering leadership and organizational citizenship behaviour.

Taken together, the model proposed, and the set of hypotheses explained, all can give an insight into how empowering leadership, leader authenticity, and trust can be related to the two outcomes.

2.8 Summary of Hypotheses

Table 3: Total Hypotheses of Study

Hypothesis 1	Empowering leadership and trust in the leader are positively associated.
Hypothesis 2	Trust in the leader and employee commitment are positively associated.
Hypothesis 3	Trust in the leader and organizational citizenship behaviour are positively associated.
Hypothesis 4	Leader authenticity moderates the relationship between empowering leadership and trust in the leader.
Hypothesis 5	Empowering leadership and employee commitment are positively associated.
Hypothesis 6	Empowering leadership and organizational citizenship behaviour are positively associated.
Hypothesis 7	Trust in the leader mediates the relationship between empowering leadership and employee commitment.
Hypothesis 8	Trust in the leader mediates the relationship between empowering leadership and organizational citizenship behaviour.

CHAPTER 3: METHODOLOGY

This chapter describes in detail how the data was collected: 3.1 discusses the philosophy, design, and approach of the study, 3.2 mentions the participants of the study and the procedure used to collect data, 3.3 describes the sampling technique used, 3.4 mentions the size of the study population and study sample, 3.5 lists all the measures used in this study, which authors developed the scales and the Likert scales used, 3.6 explains the design of the survey form and the sections listed, as well as the administration of the survey, 3.7 describes the contents of the questionnaire, and 3.8 explains the ethical considerations adopted while carrying out the research.

3.1 Research Philosophy, Design, and Approach

The term "Research Onion" was coined by Saunders et al. (2007) who used an "onion" diagram to illustrate the aspects of the research that decide the techniques of data collection and the strategies for data analysis to be used. The research onion consists of six fundamental layers, as shown in Figure 3 below:

Figure 3: The Research Onion (Saunders et. al 2007)
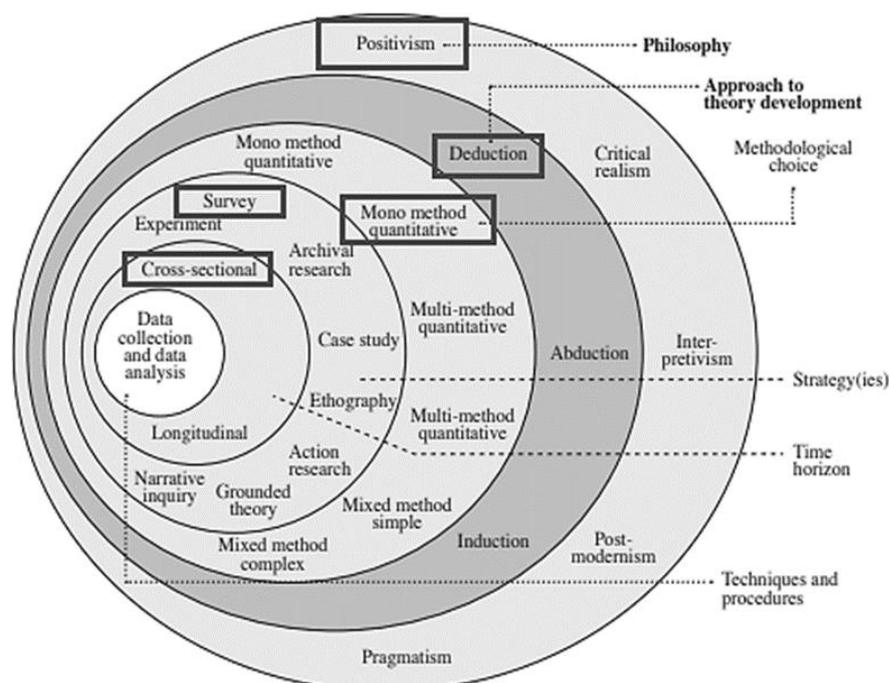
This study uses a quantitative approach and an employee-level perspective. It employs a positivist epistemology and objectivist ontology approach. A quantitative approach is usually explained as using numbers as opposed to words. The main concerns of quantitative research are with measurement (which includes definition and concepts, variables, developing consistent measures, and the degrees of the relationships…), causality (determining the causal relationships between the variables), generalization (matters of sample representativeness, size of sample…), and replication (the probability of replicating the results from similar or different samples using similar or different procedures – thereby decreasing chances of bias by the participant or researcher) (Bryman, 2016). A theoretical framework that has been constructed using objective measurements based on reality was used. A deductive approach was taken as the literature is gathered from an existing body of knowledge and the results can be generalized.

3.2 Participants and Procedure

For this study, data was collected from the hospitality sector organizations as this sector is currently undergoing an era of uncertainty and change, particularly because of innovations in economic, legal, social, political, technological, and environmental conditions. Additionally, in times of crisis as with the COVID-19 pandemic, an essential quality hospitality managers can utilize is leadership, particularly to keep employees committed and motivated under conditions such as lockdown and remote working environments (Giousmpasoglou et al., 2021). The hospitality sector has undergone a significant restricting procedure, because of the surge in tourism and the establishment of a multitude of tourist accommodations, thereby resulting in a significant amount of competition in this sector (Ramos-Maçães and Román-Portas, 2022).

 The study is cross-sectional in design and the unit of analysis is individual. Cross-sectional studies take up lesser time to conduct, as the sample is taken from the entire population, they are able to estimate the generality of an outcome, numerous risk factors and results are assessed, beneficial to generate hypotheses and there is no disadvantage to follow-up (Levin, 2006). The main offices of top-rated hotels in Islamabad were approached through walk-in sessions, telephonic conversations, and e-mails. Some of the hotels from which data were collected include:

- Serena Hotel

- Pearl Continental Hotel

- Marriott Hotel

- Margalla Hotel

- Ramada Hotel

- Hill View Hotel, etc.

The organizations were provided with the details of the purpose of the study, the data required, and a university letter along with personal details required such as ID information, etc. The organizations that consented to data collection were approached. Data was also collected through LinkedIn; connections were made with employees working in the hospitality industry of Pakistan and were sent a Google Form which they were asked to fill. The connections were also sent full details of the research purpose, assurance of confidentiality and privacy, etc. Around 24 hospitality employees filled in the questionnaire online whereas 129 employees filled in the form manually upon visits to the organizations. Primary data was collected through questionnaires that contain questions for all items of the 5 variables that were filled out by the hospitality employees. Collecting data through surveys is a significant device for the researcher to obtain systematic data from participants of different ages, genders, and educational levels at a time. The definitions and measures for each variable have been scrutinized through evidence from the literature. The data was compiled into a single Microsoft Excel sheet.

Possible confounders such as gender, age, and level of education were controlled. From the demographic analysis, it was found that as (i) employees grow in their experience, i.e., as the years of experience increase, their organizational citizenship behaviour increases, (ii) as employees have more years of experience, their employee commitment increases, and (iii) females were found to have more organizational citizenship behaviour as compared to their male counterparts.

3.3 Sampling Technique

The sampling criteria involved the following:

- The employees work in an organization that is located in Pakistan.
- The employees work in an organization that is well-established and has wide relevance.

- The employees work in an organization that has employed a minimum of 50 workers.

- The employees work in an organization that operates in the hospitality industry.

Consequently, a purposive sampling technique was used as it is a quantitative study. This sampling technique enables researchers to act in accordance with their knowledge and judgement (Babbie and Benaquisto, 2009). The employees that were asked to participate in the study were selected from the top-rated hotels in Islamabad. There are two main criteria through which organizations were selected to study. First, the country from which the organizations were selected is Pakistan. There is vast literature already available in the Western context but is very limited in Pakistani literature, so the study will be adding to the body of knowledge in the Pakistani context. Second, the hospitality sector is selected as it exhibits plenty of leadership practices.

3.4 Population and Sample Size

The population of the study consists of hospitality workers in Islamabad, Pakistan. Data was collected through questionnaires that were handed out to a total of 200 employees in the hospitality sector. A total of 175 responses were returned, out of which 22 were discarded as they were either not seriously filled in by the participants, or certain information was missing. A total of 153 responses were then compiled and analyzed, thus making the sample size 153 of the study. According to Israel (1992), there are certain strategies to determine the sample size of a study, one of which includes imitating a sample size of similar studies. In this research, the sample size was based on a similar size of sample utilized in other studies conducted on leadership (Won et al., 2017, Harland et al., 2005, Samad, 2012, Carmeli et al., 2010, Ismail et al., 2022).

The participants consist of different genders, ages, educational levels, years of experience, etc., to gauge a more concrete and unbiased insight into empowering leadership practices in Pakistan. The ages of respondents range from 20-50 years and above, and the designations of the respondents range from non-managerial to top management positions.

3.5 Measures

For a research study, the instruments used are an important source of data collection. This section will reveal the instruments used to gather data and whether the questions were adopted or adapted from their original papers. The papers from which the questions were extracted, their authors, the number of items, etc. are mentioned.

1. Empowering Leadership

To measure empowering leadership, a 12-item instrument of Leadership Empowerment Behavior (LEB) was adopted (Ahearne et al., 2005). This instrument was measured using a 5-point Likert scale as used by the original author, with options ranging from 1= strongly disagree to 5= strongly agree. The instrument is a multi-dimensional scale that includes the four aspects: 1. "increasing the meaningfulness of tasks", 2. "inculcating participation in decision-making", 3. "assurance in high performance", and 4. "freedom from bureaucratic restrictions". This instrument was first used by (Ahearne et al., 2005). It has also been recently adopted in a paper by Alzahrani and Alzahrani (2020) about empowering leadership and organizational behaviour. A sample item includes "my supervisor helps me understand how my objectives and goals relate to that of the company."

2. Trust in the Leader

Trust in the leader was measured by adapting the instrument constructed by McAllister (1995). It is a 6-item instrument constructed on a 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. This scale has also recently been used in a study conducted by Qiu et al. (2019) to look into the consequences of authentic leadership in the Chinese hospitality industry. A sample item of trust in the leader includes "my supervisor and I can both freely share our ideas, feelings, and hopes."

3. Employee Commitment

Employee commitment was measured by adopting the instrument constructed by Cook and Wall (1980) for organizational commitment. It includes the dimensions of "organizational identification", "organizational involvement", and "organizational loyalty". It is a 9-item instrument based on a 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. Sample items of employee commitment consist of "I am quite proud to be able to tell people who it is I work for" and "I do not feel like leaving this employment for good."

4. Organizational Citizenship Behaviour

Organizational citizenship behavior was measured by adapting the instrument developed by Smith et al. (1983). This scale originally consists of 16 items, 9 of which were used in a study by Kelloway et al. (2002). The 9-item version was used, and this instrument uses a 5-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. Sample items of organizational citizenship behaviour include "I help other employees with their work when they have been absent" and "I take the initiative to orient new employees to the department even though it is not part of my job description."

5. Leader Authenticity

Leader authenticity was commonly measured using the Authentic Leadership Questionnaire (ALQ) (Northouse, 2018) which compromises 16 items. It is divided into 4 parts; self-awareness, internalized moral perspective, balanced processing, and relational transparency. The instrument has been studied extensively and has been shortened to an 8-item version by Walumbwa et al. (2008). The shortened version is used in this study and has also been used recently in a study by Xu et al. (2017). The items in this paper are measured on a 5-point Likert scale which ranges from 1= strongly disagree to 5= strongly agree. A sample item of leader authenticity includes "my supervisor seeks feedback to improve interactions with others."

3.6 Research Questionnaire design and administration

Firstly, all the top-rated hotels in Islamabad were listed and informed of the research. A list of hotels was then contacted that consented to participate in the study. Once the employees were approached, proof of study through a university letter was shown. This was then followed by a self-introduction after which the nature of the study, its objectives, and its importance were explained. The confidentiality of the participants was fully assured by stating that the data will only be used for research purposes and consent was then taken to participate in the study.

The research design is cross-sectional, and so data was collected at one time. The instrument that was used to collect the responses is a questionnaire, as this is a quantitative study with a larger sample size. All questions have been derived from well-known scales and all the questions included are relevant to this study. For the entire questionnaire, except for the control variables, the responses were to be selected from a five-point Likert scale to ensure continuity in the questionnaire and reduce confusion during the analysis phase. When designing a questionnaire, it is imperative to decrease the "noise" of the questionnaire (Hair Jr et al., 2016). By using a five-point Likert scale, respondent frustration can be reduced, while enhancing the response and completion rate (Buttle, 1996). Primary data was collected for this study as it provides first-hand information about the hospitality sector.

In administering data, it was collected through questionnaires, which were made available in hard copies and online forms which were distributed amongst the employees. It was important to practice vigilance during the data collection phase and to ensure that questionnaires were filled properly. The participants were assisted in case they had any queries related to the filling of the forms. Once the questionnaire was obtained, in case any information was not provided either intentionally or unintentionally, a personal request was made to the participants to provide the missing information. To facilitate further collection of data, employees working in the hospitality sector on LinkedIn were sent connection requests after which they were then sent a Google Form which was an online version of the questionnaire. The employees were sent the same university letter and details of the research study. At the end of the data collection, all participants and helping staff were sincerely thanked for their cooperation.

3.7 Questionnaire Contents

The questionnaire that was handed out to the participants consisted of a total of 3 back-to-back pages. The cover page consisted of the university logo, a brief description of the purpose of this study, assurance of confidentiality, and contact details of the researcher and supervisor. The questionnaire was divided into two sections: section 1 consisted of demographic information and section 2 consisted of the above-mentioned scales. Section 1, the demographic section, contained questions related to job designation, gender, age, educational qualification, and years of experience. The responses were provided in ranges and therefore close-ended. Section 2 contains the questions derived from the scales mentioned above. The responses were in the form of Likert scales of 1= strongly disagree to 5= strongly agree where the respondents have circled their desired answers. The questionnaire ends by thanking the participants for their cooperation.

3.8 Ethical Considerations of Research

This research considered several ethical considerations throughout the thesis process so that the study was carried out ethically and fairly, as explained below:

Before Data Collection

The purpose of this research thesis was approved by the appropriate faculty members, supervisor, and Guidance & Examination Committee (GEC). The instrument of data collection, the questionnaire, was reviewed and approved by the supervisor and GEC before being distributed amongst the participants. The questionnaire, university letter for proof of study, and list of hotels to be contacted were approved by the supervisor and followed ethical standards. The organizations approached were fully informed about the type of research to be conducted, its purpose, and its importance, and were provided a university letter as proof of this study. The hotels were asked for a date and time according to their convenience and were informed of my coming before my arrival.

During Data Collection

Data were compiled from the hotel employees with informed consent about the research, therefore those employees who voluntarily chose to provide data with full knowledge about the purpose of the study were selected as participants. The data they provided will remain strictly confidential and were only used to gather results for this study. Ethical standards were maintained by practicing informed consent practices for each participant. The participants were welcome to ask any questions related to the questionnaire, its purpose, questions related to filling out the form, etc. To keep a record of who had consented to participate, the participants were asked for their email addresses. Keeping in view general ethical practices for the thesis, the names of the participants were not collected to ensure full confidentiality and to make the participants more comfortable in submitting their responses. Further, it was felt that collecting email addresses would retain some form of anonymity while allowing for proof of participation. Overall, all ethical standards were followed, and the participants were informed of their right to withdraw from the study at any point in time. The participants who agreed to provide data showed unanimous agreement to do so and were thanked for their participation.

Data Analysis

Whilst analyzing the data, no bias factor was introduced, and the data were analyzed with full fairness to provide accurate results. The data was scrutinized with fairness and objectivity was exercised throughout.

During the entire course of the study, the following ethical considerations were made:

- Plagiarism is avoided by providing in-text citations, using quotation marks for direct quotations, and research citations are provided when paraphrasing or presenting an idea.
- Any queries from the organizations or respondents were answered if they were raised at any point during the study.
- Participants were fully informed of the study's purpose, of their right to withdraw from the study at any point in time, and showed a complete willingness to provide data.
- Complete fairness and accuracy were practiced throughout for accurate results.

CHAPTER 4: RESULTS AND ANALYSIS

This chapter begins by explaining the demographic data and the results obtained after analyzing it. This is followed by an explanation of the results obtained after analysis through the relevant software used. To test the hypotheses, multiple tests were run: reliability test, discriminant validity test, mediation, and moderation tests. The variance-based SEM technique from the SmartPLS tool (Ringle et al., 2015) is used to estimate the measurement and structural models. In the following section, each result from the tests is explained one by one.

4.1 Demographics Results Analysis

A total of 153 respondents took part in the study. Most of the participants were males, with 114 males and 39 females taking part. The majority of participants were in the 20-30 age bracket, which shows that a large portion of youth work in the hospitality sector and mostly occupy middle and non-managerial positions. Most of the participants possessed an educational qualification of master's and undergraduate level, which shows that most of the employees are young and educated, however not as experienced in their line of work as most had an experience of 3-5 years and less than 1 year. The results are shown in the table below:

Table 4: Demographics

Variable	Categories	Frequency	Percentage
Gender	Male	114	74.51%
	Female	39	25.49%
Age	20-30	84	54.90%
	31-39	47	30.72%
	40-49	16	10.46%
	50 and above	6	3.92%
Designation	Non-managerial	52	33.99%
	Line Manager	32	20.92%
	Middle Management	59	38.56%

	Top Management	10	6.54%
Qualification	Intermediate	31	20.26%
	Undergraduate	53	34.64%
	Master	61	39.87%
	MS	8	5.23%
Experience	Less than 1 year	41	26.80%
	0-2 years	32	20.92%
	3-5 years	38	24.84%
	6-8 years	14	9.15%
	8-10 years	10	6.54%
	Above 10 years	18	11.76%
	Total (*n*) =	**153**	**100.00%**

From the demographic analysis, the following results were established:

- As employees grow in their experience, i.e., as the year of experience increases, their organizational citizenship behaviour increases.
- As employees have more years of experience, their employee commitment increases.
- Females were found to have more organizational citizenship behaviour as compared to their male counterparts.

4.1.1 Response Rate

The response rate of a questionnaire is important as it confirms that the questionnaires collected are valid for the analysis of data (Hair et al., 1998). According to Braun Hamilton (2009), the response rate is the percentage of participants who took part in the survey from the sample size used for the study. The table below elucidates the response rate of 87.5% and a valid response rate of 76.5% which shows good validity for the questionnaire used.

Table 5: Response Rate of the Questionnaires

Response	Frequency / Rate
Distributed questionnaires	200
Returned questionnaires	175
Returned and usable questionnaires	153
Returned and excluded questionnaires	22
Questionnaires not returned	25
Response rate	87.5%
Valid response rate	76.5%

4.2 Reliability Analysis

First, the reliability of the data is checked, as reliability "refers to whether or not you get the same answer by using an instrument to measure something more than once" (Bernard, 2011). Reliability shows whether there is stability and consistency in the obtained data. Cronbach's alpha, denoted by "α", is used to check the reliability. The range of Cronbach's alpha is $0.6 \leq \alpha \leq 1$. When the value of Cronbach's alpha is greater than or equal to 0.7 ($\alpha \geq 0.7$), then it is acceptable, as stated by (Goh et al., 2016).

4.2.1 Reliability Analysis of Variables

The reliability test was run on a total of 44 items. 9 items from employee commitment were tested and the value of Cronbach's alpha α is 0.737 which shows that it is reliable. 12 items from empowering leadership were tested and the value is 0.811 therefore also showing that it is reliable and good for analysis. Leader authenticity, which consisted of 8 items, was tested and the value of Cronbach's alpha is 0.729 which shows that it is reliable. 12 items of organizational citizenship behaviour were tested and the α value is shown as 0.864 which is greater than 0.7, thus showing its high reliability. 0.811 is the α value for trust in the leader and

46

is also reliable. All of the Cronbach's alpha values are therefore reliable and good for further analysis.

The Average Variance Extracted (AVE) is described by Hair et al. (1998) as "the average squared completely standardized factor loading or average communality". The AVE values for each variable are above 0.5 and the variables' factor loadings, as well as the composite reliability scores, are above 0.7, all of which indicate good reliability and validity as the scores are higher than the necessary thresholds for reliability and validity, thus conforming to the SEM standards (Hair Jr et al., 2016).

The values are depicted in the table below:

Table 6: Measurement Model (Reliability Statistics of all Variables)

Variables	Cronbach's alpha	Composite Reliability	Average Variance Extracted (AVE)
Employee Commitment	0.737	0.835	0.560
Empowering Leadership	0.811	0.876	0.639
Leader Authenticity	0.729	0.846	0.648
Organizational Citizenship Behaviour	0.864	0.899	0.598
Trust in the Leader	0.811	0.876	0.639

4.3 Discriminant Validity Analysis

The purpose of performing discriminant validity analysis is to test the relationship between two variables. It is done to see how much one variable is connected with another variable. The AVE square root values should be higher than the correlation coefficients of the variables, this would show good discriminant variability (Fornell and Larcker, 1981).

4.3.1 Discriminant Analysis of Variables

The AVE square root value for each variable is checked, and it should be higher than the correlation coefficients. The AVE square root value for employee commitment is 0.749 and is higher than the correlation coefficients. The AVE square root value for empowering leadership is 0.800, 0.805 for leader authenticity, 0.773 for organizational citizenship behaviour, and 0.799 for trust in the leader, and all these values are greater than their correlation coefficients, thus showing good discriminant validity. The values are shown in the following table:

Table 7: Discriminant Validity

Variables		1	2	3	4	5
1	Employee Commitment	**0.749**				
2	Empowering Leadership	0.699	**0.800**			
3	Leader Authenticity	0.602	0.453	**0.805**		
4	Organizational Citizenship Behaviour	0.723	0.717	0.498	**0.773**	
5	Trust in the Leader	0.699	0.663	0.678	0.682	**0.799**

AVE Square root in Bold

4.4 Common Method Variance Analysis

Common Method Variance (CMV) refers to the variance that is more attributable to the measurement procedure as opposed to the constructs themselves that the measures represent (Podsakoff et al., 2003). This error can occur due to issues such as social desirability or the existence of a common rater; the ambiguity of items or effects of item characteristics; the grouping of items; measurement effects which can occur due to simultaneous measurement of criterion and independent variables (Meade et al., 2007).

4.4.1 Common Method Variance of Variables

According to Kock (2015), data is contaminated with common method bias if the Variance Inflation Factor (VIF) values are higher than 3.3 and can also be a sign of extreme collinearity. The VIF values of the study show that there is no common method bias as all the values are below 3.3 as depicted in the following table:

Table 8: Common Method Variance Analysis

Constructs	VIF
Age	1.000
EC3	1.331
EC5	1.655
EC7	1.252
EC9	1.571
EL12	1.519
EL7	1.589
EL8	1.903
EL9	1.828
Experience in current organization (in years)	1.000
Gender	1.000
LA1	1.409
LA2	1.545
LA4	1.397
OCB1	1.478
OCB4	2.053
OCB5	1.584
OCB6	2.214
OCB7	1.964
OCB9	2.221
TIL2	1.780
TIL4	1.559

		1.773
TIL5		1.773
TIL6		1.612
Leader Authenticity x Empowering Leadership		1.000

4.5 Multicollinearity Analysis

Multicollinearity is referred to as a condition in which one independent variable is an amalgamation of the other variables in the research model. The existence of multicollinearity among the exogenous latent variables can impact the estimates of the statistical significance tests and regression coefficients (Hair et al., 1998). Multicollinearity increases the standard errors of coefficients thereby leading to a decrease in the predictive power of the independent variables on the dependent variables (Tabachnick et al., 2007). This is because the variables then cancel out each other (Hayes, 2009).

4.5.1 Multicollinearity of Variables

To assess the multicollinearity of the variables in the research model, the VIF values were examined. As reported by Ringle et al. (2015), the threshold for the VIF values is 5. The VIF values of the model are below 5 and are stated below, thus indicating that there is no multicollinearity between the variables:

Table 9: Multicollinearity Analysis

	Employee Commitment	Empowering Leadership	Leader Authenticity	Organizational Citizenship Behaviour	Trust in the Leader
Employee Commitment					
Empowering Leadership	1.933			1.933	1.567
Leader Authenticity					1.270

50

Organizational Citizenship Behaviour			
Trust in the Leader	1.800		1.800

4.6 Structural Equation Modelling Analysis

According to Byrne (2013), Structural Equation Modelling (SEM) is utilized to take a confirmatory approach to the multivariate analysis of a theory that is structural, such as that of leadership. Mayurama (1997) stated that through SEM, researchers are given the chance: (a) to disconfirm a hypothesized model and its alternative model, and (b) to differentiate between competing and nonequivalent theoretical models. The total hypotheses of the study, of which are 8, are tested to see if they are significant and if the relationships stated are true. Hair Jr et al. (2016) stated that to assess Structural Equation Modeling (SEM), beta (β), t, and R^2 values ought to be used. The measurement model was examined on PLS-SEM through Smart-PLS 3.0 (Ringle et al., 2015). The bootstrapping method (Preacher and Hayes, 2008) is used to produce t-statistics and to determine the significance of the indirect effects. As shown, the results of the hypotheses are stated:

Table 10: Structural Model Equation Analysis

Hypotheses	*B*	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (|O/STDEV|)	P values
Empowering Leadership -> Employee Commitment	0.421	0.419	0.091	4.635	**0.000**
Empowering Leadership -> Organizational Citizenship Behaviour	0.489	0.486	0.081	6.033	**0.000**
Empowering Leadership -> Trust in the Leader	0.458	0.46	0.056	8.157	**0.000**
Trust in the Leader -> Employee Commitment	0.421	0.422	0.075	5.589	**0.000**
Trust in the Leader -> Organizational Citizenship Behaviour	0.364	0.369	0.078	4.672	**0.000**

51

Leader Authenticity x Empowering Leadering -> Trust in the Leader	0.013	0.017	0.028	0.452	0.651
Leader Authenticity -> Trust in the Leader	0.477	0.478	0.054	8.773	**0.000**
Age -> Employee Commitment	-0.069	-0.068	0.054	1.287	0.198
Age -> Organizational Citizenship Behaviour	0.092	0.09	0.061	1.518	0.129
Experience -> Employee Commitment	0.179	0.178	0.058	3.068	**0.002**
Experience -> Organizational Citizenship Behaviour	0.035	0.034	0.059	0.594	0.553
Gender -> Employee Commitment	0.114	0.108	0.12	0.946	0.344
Gender -> Organizational Citizenship Behaviour	0.313	0.309	0.118	2.662	**0.008**

Figure 4: Path Coefficients
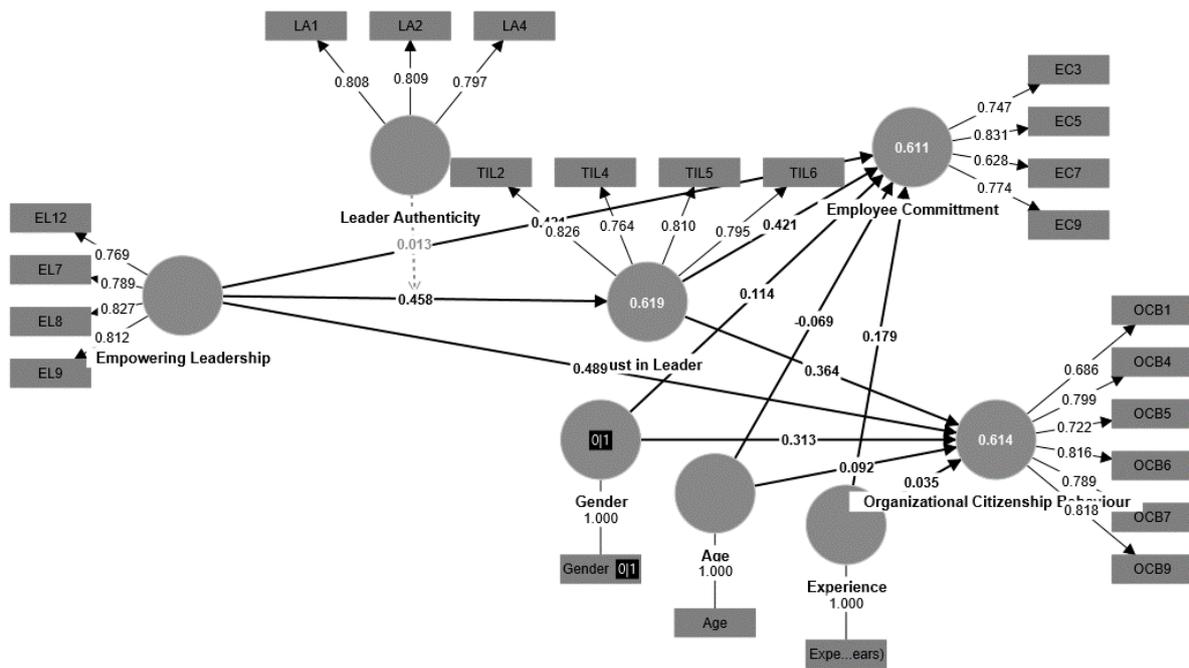
Figure 5: Bootstrapping of the Research Model
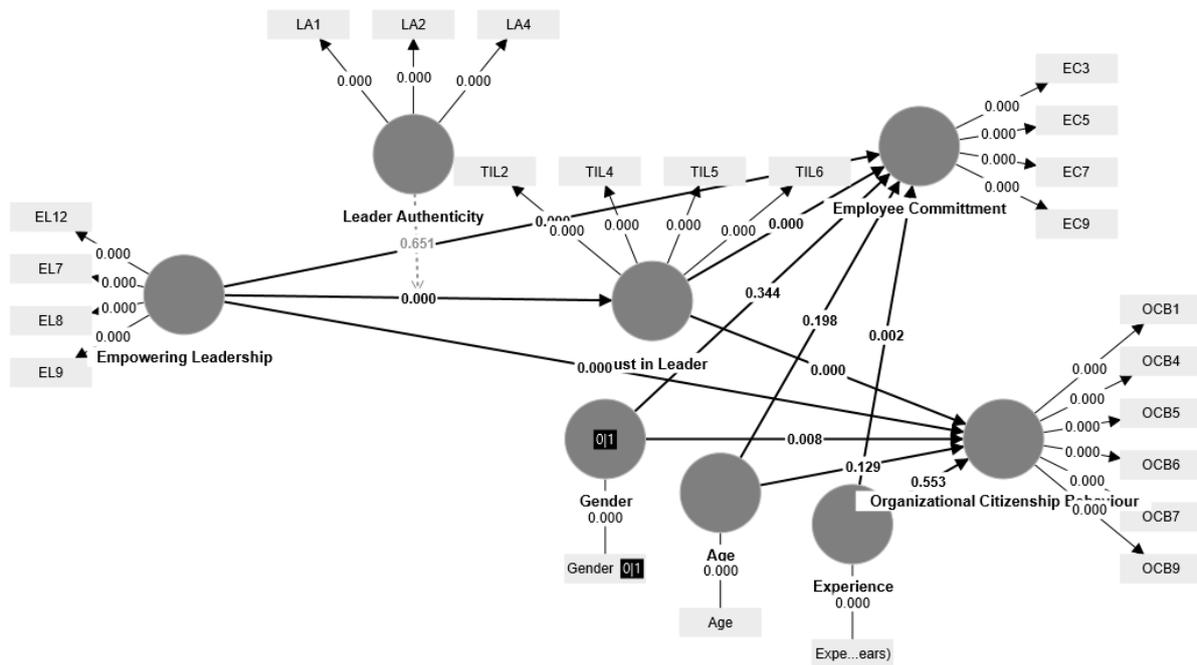
4.7 Summary Analysis of Hypotheses

Based on the analysis, the hypotheses are accepted and rejected as follows:

Table 11: Hypotheses Analysis

H#	Hypothesis Statement	Statement as shown in Table 10	B	t statistics	P	Result	Reason
H1	Empowering leadership and trust in the leader are positively associated.	Empowering Leadership -> Trust in the Leader	0.458	8.157	0.000	Accepted	Significant
H2	Trust in the leader and	Trust in the Leader ->	0.421	5.589	0.000	Accepted	Significant

	employee commitment are positively associated.	Employee Commitment					
H3	Trust in the leader and organizational citizenship behaviour are positively associated.	Trust in the Leader -> Organizational Citizenship Behaviour	0.364	4.672	0.000	Accepted	Significant
H4	Leader authenticity moderates the relationship between empowering leadership and trust in the leader.	Leader Authenticity x Empowering Leadership -> Trust in the Leader	0.013	0.452	0.651	Not accepted	Insignificant P value
H5	Empowering leadership and employee commitment are positively associated.	Empowering Leadership -> Employee Commitment	0.421	4.635	0.000	Accepted	Significant
H6	Empowering leadership and organizational citizenship behaviour are positively associated.	Empowering Leadership -> Organizational Citizenship Behaviour	0.489	6.033	0.000	Accepted	Significant
H7	Trust in the leader mediates the relationship between empowering leadership and employee commitment.	Empowering Leadership -> Trust in the Leader -> Employee Commitment	0.143	4.262	0.000	Accepted	Significant

| H8 | Trust in the leader mediates the relationship between empowering leadership and organizational citizenship behaviour. | Empowering Leadership -> Trust in the Leader -> Organizational Citizenship Behaviour | 0.187 | 4.192 | 0.000 | Accepted | Significant |

From the results shown, it is evident that trust in the leader has a partial mediation mechanism in the relationship studied. Trust in the leader mediates the relationships between:

- Empowering leadership and employee commitment
- Empowering leadership and organizational citizenship behaviour

And direct relationships between the above variables also exist.

However, the moderating mechanism of leader authenticity could not be established in the study. From the results obtained, it is clear that a leader does not have to be authentic to cultivate trust in them through the empowering leadership style, i.e., an empowering leader does not have to be authentic in their behaviours to develop a sense of trust in their followers.

CHAPTER 5: CONCLUSION

In this chapter, the findings of the research study are discussed, a conclusion is reached, the limitations of the study are listed and a direction for future studies is provided.

5.1 Discussion

The purpose of this study was to examine the relationship between empowering leadership with employee commitment and organizational commitment through the mediating effect of trust in the leader and the moderating mechanism of leader authenticity. This study answers the call for the need to study empowering leadership with positive organizational outcomes by taking trust in the leader as a mediator (Kim and Beehr, 2020). This research also contributes to the need to study the role of leader authenticity in the hospitality sector, as there is a need to do so (Qiu et al., 2019).

This study encapsulates the principle of the LMX theory, which puts forth the notion that based on social exchanges between a leader and a follower, unique relationships between both parties can be formed, and the quality of these relationships in an organization can impact employee outcomes (Graen and Uhl-Bien, 1995, Liden et al., 1997). As stated by Erdogan and Bauer (2015), leadership involves the quality of the exchange relationship that grows over time between a leader and their followers; and a high-quality exchange consists of trust, liking, and reciprocating respect. The results from the study show just that: when a leader and a follower have a high-quality relationship characterized by empowering practices and trust in the leader, this will lead to significant employee outcomes of employee commitment and organizational citizenship behaviour.

Any study is based on its research objectives. The purpose of this study was to fulfill the research objectives, as listed in section 1.4. After analyzing the data, the research objectives have been achieved, as explained ahead:

Research Objective 1: To examine the mediating role of trust in the leader in the relationship between empowering leadership and employee commitment.

According to the findings, trust in the leader plays a partial mediation role in the relationship between empowering leadership and employee commitment; Empowering leadership has been found to have a direct relationship with employee commitment (which is consistent with the study conducted by Ruiz-Palomo et al. (2020)) and hypothesized in this study as "empowering leadership and employee commitment are positively associated" in the *fifth hypothesis*) as well as with OCB as hypothesized in the *sixth* hypothesis. Indirect relationships are also proven true, such as the relationship of empowering leadership with employee commitment through the mediating role of trust in the leader, which is in conjunction with the *seventh hypothesis*. Consequently, it can be concluded that trust in the leader is an important precedent for employee commitment to increase when a leader is empowering. The *first* and *second* hypotheses were also proven true, as evident from the analysis. When a supervisor, manager, or team leader shares autonomy with their employees or followers and involves them in decision-making, the followers will start to view their supervisors as more honest and have a more positive belief about their manager's intentions. This trust in the supervisor will increase the followers' attachment to their organizations.

Research Objective 2: To examine the mediating role of trust in the leader in the relationship between empowering leadership and organizational citizenship behaviour.

The results of this study revealed that partial mediation of trust in the leader also exists in the relationship between empowering leadership and organizational citizenship behaviour. The direct relationship relates to the *third hypothesis* which states that "trust in the leader and organizational citizenship behaviour is positively associated". The results obtained from the study show this to be true; when employees have greater trust in their leaders, they have greater loyalty to the organization and develop helping attitudes. This finding is in congruence with studies conducted by Dirks and Ferrin (2002) and Rubin et al. (2010) that demonstrate organizational citizenship behaviour as a successor of trust in the leader. The mediating role of trust in the leader is in conjunction with the *eighth hypothesis* which states that trust in the leader mediates the relationship between empowering leadership and organizational citizenship

57

behaviour. This statement was also shown to be true after analysis of the results, thereby demonstrating that when a leader empowers their followers, the followers will trust their leader. When this occurs, it then leads to a positive organizational outcome, i.e., organizational citizenship behaviour, which states that employees with this characteristic have an increased sense of membership and loyalty to their organizations and deem themselves as important contributors to organizational effectiveness.

Research Objective 3: To examine the moderating role of leader authenticity in the relationship between empowering leadership and trust in the leader.

The moderating role of leader authenticity in the relationship between empowering leadership and trust in the leader was not established in this study. Consequently, it can be concluded that a leader does not have to be authentic in their behaviours to inculcate trust in their followers. The *fourth hypothesis* states that "leader authenticity moderates the relationship between empowering leadership and trust in the leader", however, this hypothesis was determined as not significant following the data analysis.

In conclusion, the results support all the hypotheses except the fourth hypothesis.

5.2 Theoretical and Practical Contributions

5.2.1 Theoretical Contributions

This study fills several theoretical gaps, as described below:

- <u>Answers a call for research:</u> First, it contributes to the available body of literature by studying the relationship between empowering leadership and trust in the leader by taking trust as a mediator, answering the call for future research by Kim and Beehr (2020).
- <u>Looks into the effects of two leadership styles simultaneously</u>: Second, as most studies focus on only one form of leadership (Cengiz Ucar et al., 2021), the study contributes to the literature by studying the effects of two forms of leadership simultaneously, i.e., empowerment and authenticity.

- Individual-level effect analyzed: Third, it analyzes the effect of empowering leadership at an individual level, as it was noted that leaders might treat and empower individual employees differently (Kim and Beehr, 2020).

- Hospitality industry examined: Fourth, it studies the impact of empowering leadership and its outcomes in the hospitality sector where this has not been studied enough (Qiu et al., 2019).

- Contextual contribution: Fifth, it examines the effect of an authentic form of leadership in a non-Western context (Northouse, 2018) by conducting research in Pakistan. Although the moderating effect of leader authenticity has not been proven significant in this study, there may be other factors that determine this, thereby highlighting the need for future studies to investigate this area further.

5.2.2 Practical Contributions

This study also has the following practical implications:

- Positive consequences overall: This research emphasizes the need for managers and supervisors to practice an empowering style of leadership and allow autonomy, responsibility, and decision-making to their employees so that their subordinates can trust them even more, and this in turn has been shown to increase employee commitment. Hence, managers and organizations will benefit from the enhanced commitment of the employees as they will showcase more determination in the workplace. Adding to the benefits of this form of leadership, organizational citizenship behaviour is also proven to grow among employees as they operate in more autonomous working conditions. Subsequently, managers and leaders can reap the positive outcomes of empowering leadership that include employee commitment and organizational citizenship behaviour. You reap what you sow; by allowing employees to have autonomy and sharing responsibility with them, they will reciprocate by committing themselves to their work and becoming productive members of the organization.

- Highlights development of trust: Second, the results from this study show managers and policymakers that by empowering employees, trust in the manager is increased

59

which then leads to positive outcomes. Therefore, it highlights the development of trust in the leader through empowerment. This would encourage supervisors and managers in organizations to adopt a more empowering approach, over a more autocratic form of leadership which is more commonly seen in countries across Asia and workspaces across hospitality organizations.

- ▪ <u>Demonstrates how competitive edge can be achieved:</u> Additionally, as this study was conducted in the hospitality sector, a sector where some form of leadership is often more practiced than others, it would benefit hospitality organizations by showcasing the need for empowering leadership and trust in the leader to bring about positive organizational outcomes and thus provide a competitive edge to the organization.

- ▪ <u>Leader authenticity or other factors may prove to be significant</u>: Furthermore, the effect of leader authenticity on empowering leadership has been studied, and while the effect of leader authenticity has not been proven significant, there may be other factors that determine the role of leader authenticity in this relationship. In that case, it would be favourable to ensure that supervisors appear genuine to their subordinates in their everyday work endeavours and not just "talk the talk" but "walk the walk" as well.

5.3 Limitations of the Study

As with any research, this study also has several limitations: First, *two dependent variables only were studied.* A conceptual limitation of this study is that it studied only two outcomes, i.e., employee commitment and organizational citizenship behaviour, and several other types of variables could be studied such as team effectiveness, employee voice, and psychological well-being, among others. A second limitation is that *one alone independent variable was studied.* The independent variable that was studied is empowering leadership, whereas many factors can affect organizational outcomes and have a relationship with trust. Other possible independent variables could be considered such as other forms of leadership, e.g., transformational leadership, transactional leadership, and other variables such as high-performance work practices and leader narcissism, etc.

Furthermore, a *single data source was used.* The data for this study was collected from a single data source, making it more prone to common method bias. For that reason, future studies

ought to collect data from multiple sources. Another limitation of this study is that a *self-reported method* was used to collect data that represent the participants' self-perceptions. A consequence of this technique is the possible effects of social desirability, a phenomenon that has been emphasized by Crowne et al. (1964), in which individuals are more likely to show themselves in a way that is favourable and can therefore obscure the true relationships between constructs. This is frequently a matter of concern with self-reported measures (Kim and Beehr, 2020, Podsakoff et al., 2003).

Fifth, *limited diversity of demographics* was utilized. The limited diversity of demographics from which the data was collected could inhibit the occurrence of a deeper insight or other possible results from the research model. Most of the individuals that took part in this study were young males in lower managerial positions. It would be constructive for future studies to integrate a wider demographic lens into the research model. Few studies suggest that workers' gender may affect empowerment, so it would be valid for future research to pursue the examination of gender and its impact on empowering leadership (Thani and Mokhtarian, 2012).

Additionally, the study has a *cross-sectional design*, thereby limiting the results to a time-bound effect, and not considering long-term consequences. Furthermore, the study has a *relatively small sample size*, of 153 participants. Finally, there is *limited context*. It is observed that in international business research, context matters (Enright and Subramanian, 2007, de Jong et al., 2015), and this study is limited in its findings across different contexts. This research studies one industry and does delve into other sectors where leadership practices may be prevalent. Each listed potential limitation shows the possible routes for future research.

5.4 Future Directions

Taking into consideration the above limitations, the recommendations that are put forth for future studies are as follows; First, it is suggested that future studies *study other dependent variables*. Future research should study other outcomes and take into account negative outcomes as well, such as a dark side of empowering leadership that exists, as seen in various studies (Steidelmüller, 2018, Zhang et al., 2020, Dennerlein and Kirkman, 2022). Stemming from this, another recommendation is that future research *studies other independent variables*.

61

Future research should consider other independent variables and mediators in this model such as leader hubris, proactive behaviours at work, employee intrapreneurial behaviour, etc.

Another direction that future research should consider is to utilize *multiple sources of data.* This should be done to minimize the effects of common method bias. Adding to that, it would also be advantageous for future research to include o*ther methods of data collection* These would include methods other than self-reporting for data collection such as interviews, focus groups, and secondary data may be used in future studies to reduce social desirability bias. Future research should also adopt *other research approaches.* It would be interesting to gauge other possible results and to add to the body of literature by adopting a qualitative or mixed methods approach. *A diverse pool of participants* should be used in future studies to make use of a more diverse pool of participants thereby allowing the emergence of various patterns in the data and, possibly, different results.

Future studies can also adopt an *expanded time horizon* for analysis. Due to time and resource constraints, this study has a cross-sectional design which allows for results to only be studied over a short period of time. As empowering leadership behaviours can change over time, future research should study this model with a longitudinal design so that data can be collected and generalized over a longer period and allow for different results, if any, to be obtained. *A larger sample size* also ought to be considered in future research. Collecting data from a larger sample size would be beneficial as results may vary when collected from a larger pool of participants. Lastly, another avenue for future research to undertake is to study *other contexts*. Future studies should encapsulate findings from other industries and locations for more generalized findings.

Conclusion

This research was conducted to study the effects of empowering leadership on employee commitment and organizational citizenship behaviour through the mediating impact of trust in the leader and moderating mechanism of leader authenticity. The results of the findings thus reveal that empowering leadership has a direct relationship with employee commitment as well as with organizational citizenship behaviour. Findings also prove the relationship between empowering leadership and the two outcomes through the mediating mechanism of trust in the leader. Therefore, a partial mediation mechanism exists. The results of this study show that

leader authenticity does not moderate the relationship between empowering leadership and trust in the leader, and the reason for this could be that there may be other factors that moderate this relationship. In conclusion, it is shown that empowering leadership plays a vital role in inculcating positive employee outcomes which can have a strong impact on organizational effectiveness thus providing a competitive edge to organizations. This research would prove fruitful to supervisors and policymakers as it elucidates the positive consequences of empowering leadership.

6.0 References

ABBAS, J., ZHANG, Q., HUSSAIN, I., AKRAM, S., AFAQ, A. & SHAD, M. A. 2020. Sustainable innovation in small medium enterprises: the impact of knowledge management on organizational innovation through a mediation analysis by using SEM approach. *Sustainability,* 12**,** 2407.

AHEARNE, M., MATHIEU, J. & RAPP, A. 2005. To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied psychology,* 90**,** 945.

AL-AMRI, M. S., AL HAJJI, M. I. & ALAWAJI, A. S. 2016. The relationship between servant leadership and organizational citizenship behavior: An empirical study on Saudi insurance companies. *International Journal of Business and Management,* 11**,** 264-278.

ALAGAN, H. & SHANKER, R. 2022. Employee Commitment and Personality Traits in Organization in the Eye of Nurturant Leader. *Journal of Positive School Psychology,* 6**,** 7113–7121-7113–7121.

ALHEET, A., ADWAN, A., AREIQAT, A., ZAMIL, A. & SALEH, M. 2021. The effect of leadership styles on employees' innovative work behavior. *Management Science Letters,* 11**,** 239-246.

ALVESSON, M. & EINOLA, K. 2019. Warning for excessive positivity: Authentic leadership and other traps in leadership studies. *The Leadership Quarterly,* 30**,** 383-395.

ALZAHRANI, M. S. & ALZAHRANI, M. S. Original Paper The Impact of Empowering Leadership Behaviors on Organizational Citizenship Behavior.

AMUNDSEN, S. & MARTINSEN, Ø. L. 2014. Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *The leadership quarterly,* 25**,** 487-511.

ARDA, Ö. A., ASLAN, T. & ALPKAN, L. 2016. Review of practical implications in authentic leadership studies. *Procedia-Social and Behavioral Sciences,* 229**,** 246-252.

ARNOLD, J. A., ARAD, S., RHOADES, J. A. & DRASGOW, F. 2000. The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of organizational behavior,* 21**,** 249-269.

ASAD, M., DASTGEER, G., UZ ZAMAN, N., KHALID, Z., BROHI, M. A. & BIBI, A. 2022. The Role of Authentic Leadership in Shaping Performance Feedback Reactions: The Mediating Role of Trust in Leader. *South Asian Journal of Human Resources Management,* 9**,** 33-52.

AUDENAERT, M. & DECRAMER, A. 2018. When empowering leadership fosters creative performance: The role of problem-solving demands and creative personality. *Journal of Management & Organization,* 24**,** 4-18.

AUDENAERT, M., GEORGE, B., BAUWENS, R., DECUYPERE, A., DESCAMPS, A.-M., MUYLAERT, J., MA, R. & DECRAMER, A. 2020. Empowering leadership, social support, and job crafting in public organizations: A multilevel study. *Public Personnel Management,* 49**,** 367-392.

AVOLIO, B. J. & GARDNER, W. L. 2005. Authentic leadership development: Getting to the root of positive forms of leadership. *The leadership quarterly,* 16**,** 315-338.

AVOLIO, B. J., GARDNER, W. L., WALUMBWA, F. O., LUTHANS, F. & MAY, D. R. 2004a. Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The leadership quarterly,* 15**,** 801-823.

AVOLIO, B. J., ZHU, W., KOH, W. & BHATIA, P. 2004b. Transformational leadership and organizational commitment: Mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior,* 25**,** 951-968.

BABBIE, E. R. & BENAQUISTO, L. 2009. *Fundamentals of social research*, Cengage Learning.

BAER, M. D., DHENSA-KAHLON, R. K., COLQUITT, J. A., RODELL, J. B., OUTLAW, R. & LONG, D. M. 2015. Uneasy lies the head that bears the trust: The effects of feeling trusted on emotional exhaustion. *Academy of Management Journal,* 58**,** 1637-1657.

BERNARD, H. R. 2011. Research methods in anthropology: Rowman Altamira.

BHATNAGAR, J. 2005. The power of psychological empowerment as an antecedent to organizational commitment in Indian managers. *Human Resource Development International,* 8**,** 419-433.

BHATNAGAR, J. 2012. Management of innovation: Role of psychological empowerment, work engagement and turnover intention in the Indian context. *The International Journal of Human Resource Management,* 23**,** 928-951.

BIEMANN, T., KEARNEY, E. & MARGGRAF, K. 2015. Empowering leadership and managers' career perceptions: Examining effects at both the individual and the team level. *The Leadership Quarterly,* 26**,** 775-789.

BOUKIS, A., KORITOS, C., DAUNT, K. L. & PAPASTATHOPOULOS, A. 2020. Effects of customer incivility on frontline employees and the moderating role of supervisor leadership style. *Tourism Management,* 77**,** 103997.

BRAUN HAMILTON, M. 2009. Online survey response rates and times: background and guidance for industry. *Ipathia, Inc. Retrieved June,* 2**,** 2011.

BRYMAN, A. 2016. *Social research methods*, Oxford university press.

BUČIŪNIENĖ, I. & ŠKUDIENĖ, V. 2008. Impact of Leadership Styles on Employees' Organizational Commitment in Lithuanian Manufacturing Companies. *South East European Journal of Economics & Business (1840118X),* 3.

BURKE, C. S., SIMS, D. E., LAZZARA, E. H. & SALAS, E. 2007. Trust in leadership: A multi-level review and integration. *The leadership quarterly,* 18**,** 606-632.

BURKE, C. S., STAGL, K. C., KLEIN, C., GOODWIN, G. F., SALAS, E. & HALPIN, S. M. 2006. What type of leadership behaviors are functional in teams? A meta-analysis. *The leadership quarterly,* 17**,** 288-307.

BUTTLE, F. 1996. SERVQUAL: review, critique, research agenda. *European Journal of marketing*.

BYRNE, B. M. 2013. *Structural equation modeling with LISREL, PRELIS, and SIMPLIS: Basic concepts, applications, and programming*, Psychology Press.

CANIËLS, M. C. & HATAK, I. 2022. Employee resilience: considering both the social side and the economic side of leader-follower exchanges in conjunction with the dark side of followers' personality. *The International Journal of Human Resource Management,* 33**,** 297-328.

CARMELI, A., REITER-PALMON, R. & ZIV, E. 2010. Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal,* 22**,** 250-260.

CENGIZ UCAR, A., ALPKAN, L. & ELCI, M. 2021. The Effect of Servant and Transformational Leadership Styles on Employee Creative Behavior: The Moderating Role of Authentic Leadership. *International Journal of Organizational Leadership,* 10**,** 99-119.

CHA, S. E., HEWLIN, P. F., ROBERTS, L. M., BUCKMAN, B. R., LEROY, H., STECKLER, E. L., OSTERMEIER, K. & COOPER, D. 2019. Being your true self at work: Integrating the fragmented research on authenticity in organizations. *Academy of Management Annals,* 13**,** 633-671.

CHAN, Y. H., TAYLOR, R. R. & MARKHAM, S. 2008. The role of subordinates' trust in a social exchangedriven psychological empowerment process. *Journal of Managerial issues***,** 444-467.

CHANG, H. C. & UEN, J. F. 2022. Shaping Organizational Citizenship Behavior of New Employees: Effects of Mentoring Functions and Supervisor Need for Achievement. *SAGE Open,* 12**,** 21582440211068515.

CHEN, G., SHARMA, P. N., EDINGER, S. K., SHAPIRO, D. L. & FARH, J.-L. 2011. Motivating and demotivating forces in teams: cross-level influences of empowering leadership and relationship conflict. *Journal of applied psychology,* 96**,** 541.

CHEN, X.-P., HUI, C. & SEGO, D. J. 1998. The role of organizational citizenship behavior in turnover: Conceptualization and preliminary tests of key hypotheses. *Journal of applied psychology,* 83**,** 922.

COOK, J. & WALL, T. 1980. New work attitude measures of trust, organizational commitment and personal need non-fulfilment. *Journal of occupational psychology,* 53**,** 39-52.

CROWNE, D. P., CROWNE, D. P. & MARLOWE, D. 1964. *The approval motive: Studies in evaluative dependence*, New York: Wiley.

DALKRANI, M. & DIMITRIADIS, E. 2018. The Effect of Job Satisfaction on Employee Commitment. *International Journal of Business & Economic Sciences Applied Research,* 11.

DE JONG, G., VAN DUT, V., JINDRA, B. & MAREK, P. 2015. Does country context distance determine subsidiary decision-making autonomy? Theory and evidence from European transition economies. *International Business Review,* 24**,** 874-889.

DELUGA, R. J. 1994. Supervisor trust building, leader-member exchange and organizational citizenship behaviour. *Journal of occupational and Organizational Psychology,* 67**,** 315-326.

DENNERLEIN, T. & KIRKMAN, B. L. 2022. The hidden dark side of empowering leadership: The moderating role of hindrance stressors in explaining when empowering employees can promote moral disengagement and unethical pro-organizational behavior. *Journal of Applied Psychology*.

DEWI, D. Y., SUPRIADI, Y. N. & ISWANTO, A. H. 2022. The effect of transformational leadership, quality of work-life on organizational citizenship behavior with organizational commitment mediation. *Journal of Sosial Science,* 3**,** 308-323.

DIETL, E. & REB, J. 2021. A self-regulation model of leader authenticity based on mindful self-regulated attention and political skill. *Human Relations,* 74**,** 473-501.

DIRKS, K. T. & FERRIN, D. L. 2002. Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of applied psychology,* 87**,** 611.

DIXIT, V. & BHATI, M. 2012. A study about employee commitment and its impact on sustained productivity in Indian auto-component industry. *European journal of business and social sciences,* 1**,** 34-51.

DONG, Y., LIAO, H., CHUANG, A., ZHOU, J. & CAMPBELL, E. M. 2015. Fostering employee service creativity: Joint effects of customer empowering behaviors and supervisory empowering leadership. *Journal of Applied Psychology,* 100**,** 1364.

ENRIGHT, M. J. & SUBRAMANIAN, V. 2007. An organizing framework for MNC subsidiary typologies. *Management International Review,* 47**,** 895-924.

ERDOGAN, B. & BAUER, T. N. 2015. Leader–member exchange theory. *The Oxford Handbook of Leader-Member Exchange.*

FACHRUNNISA, O., SISWANTI, Y., EL QADRI, Z. M. & HARJITO, D. A. 2019. Empowering leadership and individual readiness to change: The role of people dimension and work method. *Journal of the Knowledge Economy,* 10**,** 1515-1535.

FENG, T., CAI, D., ZHANG, Z. & LIU, B. 2016. Customer involvement and new product performance: The jointly moderating effects of technological and market newness. *Industrial Management & Data Systems*.

FORNELL, C. & LARCKER, D. F. 1981. Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research,* 18**,** 39-50.

GAO, L., JANSSEN, O. & SHI, K. 2011. Leader trust and employee voice: The moderating role of empowering leader behaviors. *The Leadership Quarterly,* 22**,** 787-798.

GARDNER, W. L., FISCHER, D. & HUNT, J. G. J. 2009. Emotional labor and leadership: A threat to authenticity? *The Leadership Quarterly,* 20**,** 466-482.

GEORGE, B. 2003. *Authentic leadership: Rediscovering the secrets to creating lasting value*, John Wiley & Sons.

GIOUSMPASOGLOU, C., MARINAKOU, E. & ZOPIATIS, A. 2021. Hospitality managers in turbulent times: the COVID-19 crisis. *International Journal of Contemporary Hospitality Management*.

GOH, S. K., JIANG, N. & TEE, P. L. 2016. The impact of brand trust, self-image congruence and usage satisfaction toward smartphone repurchase intention. *International Review of Management and Marketing,* 6**,** 436-441.

GRAEN, G. B. & UHL-BIEN, M. 1995. Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The leadership quarterly,* 6**,** 219-247.

HAGEMANN, V., ONTRUP, G. & KLUGE, A. 2020. Collective orientation and its implications for coordination and team performance in interdependent work contexts. *Team Performance Management: An International Journal*.

HAIR, J. F., BLACK, W. C., BABIN, B. J., ANDERSON, R. E. & TATHAM, R. L. 1998. Multivariate data analysis . Uppersaddle River. *Multivariate Data Analysis (5th ed) Upper Saddle River,* 5**,** 207-219.

HAIR JR, J., HULT, G., RINGLE, C. & SARSTEDT, M. 2016. A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)-Joseph F. *Hair, Jr., G. Tomas M. Hult, Christian Ringle, Marko Sarstedt*.

HAN, L., ZHOU, H. & WANG, C. 2022. Employees' Belief in a Just World and Sustainable Organizational Citizenship Behaviors: The Moderating Effect of Interpersonal Intelligence. *Sustainability,* 14**,** 2943.

HAN, S., HAROLD, C. M. & CHEONG, M. 2019. Examining why employee proactive personality influences empowering leadership: The roles of cognition-and affect-based trust. *Journal of occupational and organizational psychology,* 92**,** 352-383.

HARLAND, L., HARRISON, W., JONES, J. R. & REITER-PALMON, R. 2005. Leadership behaviors and subordinate resilience. *Journal of Leadership & Organizational Studies,* 11**,** 2-14.

HARTER, J. K., SCHMIDT, F. L. & HAYES, T. L. 2002. Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of applied psychology,* 87**,** 268.

HASSI, A. 2019. Empowering leadership and management innovation in the hospitality industry context: The mediating role of climate for creativity. *International Journal of Contemporary Hospitality Management*.

HAYES, A. F. 2009. Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication monographs,* 76**,** 408-420.

HENDRAWAN, A. & SUCAHYAWATI, H. Organizational Citizenship Behavior (OCB) pada karyawan akademi maritim nusantara. Prosiding Seminar Nasional & Internasional, 2017.

HıDıROĞLU, Y. Ö. & TANRıÖĞEN, A. 2022. The Mediating Role of Organizational and Professional Commitment in the Relationship between Teacher Empowerment and Organizational Citizenship Behaviors. *Psycho-Educational Research Reviews,* 11**,** 227-245.

HILL, N. S. & BARTOL, K. M. 2016. Empowering leadership and effective collaboration in geographically dispersed teams. *Personnel psychology,* 69**,** 159-198.

HOANG, G., WILSON-EVERED, E., LOCKSTONE-BINNEY, L. & LUU, T. T. 2021. Empowering leadership in hospitality and tourism management: a systematic literature review. *International Journal of Contemporary Hospitality Management*.

HUERTAS-VALDIVIA, I., GALLEGO-BURÍN, A. R., CASTILLO, A. & RUIZ, L. 2021. Why don't high-performance work systems always achieve superior service in hospitality? The key is servant leadership. *Journal of Hospitality and Tourism Management,* 49**,** 152-163.

HUERTAS-VALDIVIA, I., GALLEGO-BURÍN, A. R. & LLORÉNS-MONTES, F. J. 2019. Effects of different leadership styles on hospitality workers. *Tourism management,* 71**,** 402-420.

ILIES, R., MORGESON, F. P. & NAHRGANG, J. D. 2005. Authentic leadership and eudaemonic well-being: Understanding leader–follower outcomes. *The leadership quarterly,* 16**,** 373-394.

ISLAM, M. S. & AMIN, M. 2021. A systematic review of human capital and employee well-being: putting human capital back on the track. *European Journal of Training and Development*.

ISMAIL, H. N., KERTECHIAN, K. S. & BLAIQUE, L. 2022. Visionary leadership, organizational trust, organizational pride, and organizational citizenship behaviour: a sequential mediation model. *Human Resource Development International*, 1-28.

ISRAEL, G. D. 1992. Determining sample size.

JACQUES, P. H., GARGER, J., LEE, K. & KO, J.-Y. 2015. Authentic leadership on the frontline and its effects on Korean restaurant employees. *Journal of Foodservice Business Research,* 18, 389-403.

KANAWATTANACHAI, P. & YOO, Y. 2002. Dynamic nature of trust in virtual teams. *The Journal of Strategic Information Systems,* 11, 187-213.

KAPLAN, M. 2010. Otel işletmelerinde etiksel iklim ve örgütsel destek algılamalarının örgütsel bağlılık üzerindeki etkisi: Kapadokya örneği.

KELLOWAY, E. K., LOUGHLIN, C., BARLING, J. & NAULT, A. 2002. Self-reported counterproductive behaviors and organizational citizenship behaviors: Separate but related constructs. *International journal of Selection and Assessment,* 10, 143-151.

KERNIS, M. H. 2003. Toward a conceptualization of optimal self-esteem. *Psychological inquiry,* 14, 1-26.

KHAN, K., ZAMAN, N. U., SARWAR, B. & KHAN, H. H. 2021. Behavior-based perceived leadership styles as determinants of organizational functionality. *Jinnah Business Review,* 9, 75-102.

KIM, H. J. & AGRUSA, J. 2011. Hospitality service employees' coping styles: The role of emotional intelligence, two basic personality traits, and socio-demographic factors. *International Journal of Hospitality Management,* 30, 588-598.

KIM, M. & BEEHR, T. A. 2020. Empowering leadership: leading people to be present through affective organizational commitment? *The International Journal of Human Resource Management,* 31, 2017-2044.

KIM, M. & BEEHR, T. A. 2021. The power of empowering leadership: allowing and encouraging followers to take charge of their own jobs. *The International Journal of Human Resource Management,* 32, 1865-1898.

KIM, M., BEEHR, T. A. & PREWETT, M. S. 2018. Employee responses to empowering leadership: A meta-analysis. *Journal of Leadership & Organizational Studies,* 25, 257-276.

KING, C. & GRACE, D. 2008. Internal branding: Exploring the employee's perspective. *Journal of brand management,* 15, 358-372.

KIRKMAN, B. L. & ROSEN, B. 1999. Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management journal,* 42, 58-74.

KOCK, N. 2015. Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration (ijec),* 11, 1-10.

KOKKORIS, M. D. & SEDIKIDES, C. 2019. Can you be yourself in business? How reminders of business affect the perceived value of authenticity. *Journal of Applied Social Psychology,* 49, 448-458.

KORSGAARD, M. A., BROWER, H. H. & LESTER, S. W. 2015. It isn't always mutual: A critical review of dyadic trust. *Journal of Management,* 41, 47-70.

KRUJA, D., HA, H., DRISHTI, E. & OELFKE, T. 2016. Empowerment in the hospitality industry in the United States. *Journal of Hospitality Marketing & Management,* 25, 25-48.

KUMARI, I. G. & PRADHAN, R. K. 2014. Human resource flexibility and organizational effectiveness: role of organizational citizenship behaviour and employee intent to stay. *International Journal of Business and Management Invention,* 3, 43-51.

LAMBERT, E. G., KELLEY, T. & HOGAN, N. L. 2013. The association of occupational stressors with different forms of organizational commitment among correctional staff. *American Journal of Criminal Justice,* 38, 480-501.

LASCHINGER, H. K. S., PURDY, N. & ALMOST, J. 2007. The impact of leader-member exchange quality, empowerment, and core self-evaluation on nurse manager's job satisfaction. *JONA: The Journal of Nursing Administration,* 37**,** 221-229.

LASCHINGER, H. K. S., WONG, C. A. & GRAU, A. L. 2013. Authentic leadership, empowerment and burnout: a comparison in new graduates and experienced nurses. *Journal of nursing management,* 21**,** 541-552.

LEE, A., WILLIS, S. & TIAN, A. W. 2018. Empowering leadership: A meta-analytic examination of incremental contribution, mediation, and moderation. *Journal of Organizational Behavior,* 39**,** 306-325.

LEGOOD, A., VAN DER WERFF, L., LEE, A. & DEN HARTOG, D. 2021. A meta-analysis of the role of trust in the leadership-performance relationship. *European Journal of Work and Organizational Psychology,* 30**,** 1-22.

LEPINE, J. A., PICCOLO, R. F., JACKSON, C. L., MATHIEU, J. E. & SAUL, J. R. 2008. A meta-analysis of teamwork processes: tests of a multidimensional model and relationships with team effectiveness criteria. *Personnel psychology,* 61**,** 273-307.

LEVIN, K. A. 2006. Study design III: Cross-sectional studies. *Evidence-based dentistry,* 7**,** 24-25.

LIDEN, R. C., SPARROWE, R. T. & WAYNE, S. J. 1997. Leader-member exchange theory: The past and potential for the future.

LIN, M., ZHANG, X., NG, B. C. S. & ZHONG, L. 2020. To empower or not to empower? Multilevel effects of empowering leadership on knowledge hiding. *International Journal of Hospitality Management,* 89**,** 102540.

LIN, M., ZHANG, X., NG, B. C. S. & ZHONG, L. 2022. The dual influences of team cooperative and competitive orientations on the relationship between empowering leadership and team innovative behaviors. *International Journal of Hospitality Management,* 102**,** 103160.

LING, Q., LIU, F. & WU, X. 2017. Servant versus authentic leadership: Assessing effectiveness in China's hospitality industry. *Cornell Hospitality Quarterly,* 58**,** 53-68.

LO, M.-C., RAMAYAH, T., MIN, H. W. & SONGAN, P. 2010. The relationship between leadership styles and organizational commitment in Malaysia: role of leader–member exchange. *Asia Pacific business review,* 16**,** 79-103.

LORINKOVA, N. M., PEARSALL, M. J. & SIMS JR, H. P. 2013. Examining the differential longitudinal performance of directive versus empowering leadership in teams. *Academy of Management Journal,* 56**,** 573-596.

LUTHANS, F. & AVOLIO, B. J. 2003. Authentic leadership development. *Positive organizational scholarship,* 241**,** 258.

MARTIN, S. L., LIAO, H. & CAMPBELL, E. M. 2013. Directive versus empowering leadership: A field experiment comparing impacts on task proficiency and proactivity. *Academy of Management Journal,* 56**,** 1372-1395.

MATHIEU, J. E., HOLLENBECK, J. R., VAN KNIPPENBERG, D. & ILGEN, D. R. 2017. A century of work teams in the Journal of Applied Psychology. *Journal of applied psychology,* 102**,** 452.

MAYNARD, M. T., GILSON, L. L. & MATHIEU, J. E. 2012. Empowerment—fad or fab? A multilevel review of the past two decades of research. *Journal of management,* 38**,** 1231-1281.

MAYURAMA, G. 1997. Basics of structural equation modeling. Thousand Oaks, A. Sage Publications, Inc.

MCALLISTER, D. J. 1995. Affect-and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of management journal,* 38**,** 24-59.

MEADE, A. W., WATSON, A. M. & KROUSTALIS, C. M. Assessing common methods bias in organizational research. 22nd annual meeting of the society for industrial and organizational psychology, New York, 2007. Citeseer, 1-10.

MEGHEIRKOUNI, M. 2021. Authentic Leadership, Empowerment, and Positive Outcomes: Hearing the Voices of the Events Industry. *Event Management,* 25**,** 445-458.

MENG, B. & HAN, H. 2014. The effects of empowerment on employee psychological outcomes in upscale hotels. *Journal of Hospitality Marketing & Management,* 23**,** 218-237.

MENON, S. 2001. Employee empowerment: An integrative psychological approach. *Applied psychology,* 50**,** 153-180.

MERT, S., KESKIN, N. & BAS, T. 2010. Leadership style and organizational commitment: Test of a theory in Turkish banking sector. *Journal of Academic Research in Economics,* 2**,** 1-20.

MINEO, D. L. 2014. The importance of trust in leadership. *Research Management Review,* 20**,** n1.

MORGAN, R. M. & HUNT, S. D. 1994. The commitment-trust theory of relationship marketing. *Journal of marketing,* 58**,** 20-38.

MOWDAY, R. T., PORTER, L. W. & STEERS, R. M. 2013. *Employee—organization linkages: The psychology of commitment, absenteeism, and turnover*, Academic press.

MUBARAK, F. & NOOR, A. 2018. Effect of authentic leadership on employee creativity in project-based organizations with the mediating roles of work engagement and psychological empowerment. *Cogent Business & Management,* 5**,** 1.

NELSON, S. A. 2012. Affective commitment of generational cohorts of Brazilian nurses. *International Journal of Manpower*.

NICHOLSON, N. 2003. How to motivate your problem people. *Harvard business review,* 81**,** 56-65.

NIESCHE, R. & HAASE, M. 2012. Emotions and ethics: A Foucauldian framework for becoming an ethical educator. *Educational philosophy and theory,* 44**,** 276-288.

NORTHOUSE, P. 2018. Leadership: theory and practice, Eight Edition. Thousand Oaks: SAGE Publications.

ODABAŞ, İ. 2014. *Yapısal güçlendirme ile örgütsel bağlılık arasındaki ilişkide psikolojik güçlendirmenin ara değişken rolü: öğretmenler üzerinde bir çalışma.* İstanbul Kültür Üniversitesi/Sosyal Bilimler Enstitüsü/Psikoloji Bölümü ….

OLUTADE, M., LIEFOOGHE, A. & OLAKUNLE, A. 2015. Influence of entrepreneurial leadership skills on employees' motivation and job satisfaction: A leader member exchange (LMX) approach. *International Journal of Academic Research In Business and Social Sciences,* 5**,** 46-69.

ORGAN, D. W., PODSAKOFF, P. M. & MACKENZIE, S. B. 2005. *Organizational citizenship behavior: Its nature, antecedents, and consequences*, Sage Publications.

PENG, J.-C. & CHIU, S.-F. 2010. An integrative model linking feedback environment and organizational citizenship behavior. *The Journal of Social Psychology,* 150**,** 582-607.

PETERS, P., POUTSMA, E., VAN DER HEIJDEN, B. I., BAKKER, A. B. & BRUIJN, T. D. 2014. Enjoying new ways to work: An HRM-process approach to study flow. *Human resource management,* 53**,** 271-290.

PODSAKOFF, N. P., WHITING, S. W., PODSAKOFF, P. M. & BLUME, B. D. 2009. Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of applied Psychology,* 94**,** 122.

PODSAKOFF, P. M., MACKENZIE, S. B., LEE, J.-Y. & PODSAKOFF, N. P. 2003. Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology,* 88**,** 879.

POWER, R. L. 2013. Leader-member exchange theory in higher and distance education. *International Review of Research in Open and Distributed Learning,* 14**,** 277-284.

PREACHER, K. J. & HAYES, A. F. 2008. Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods,* 40**,** 879-891.

QIU, S., ALIZADEH, A., DOOLEY, L. M. & ZHANG, R. 2019. The effects of authentic leadership on trust in leaders, organizational citizenship behavior, and service quality in the Chinese hospitality industry. *Journal of Hospitality and Tourism Management,* 40**,** 77-87.

QUEK, S. J., THOMSON, L., HOUGHTON, R., BRAMLEY, L., DAVIS, S. & COOPER, J. 2021. Distributed leadership as a predictor of employee engagement, job satisfaction and turnover intention in UK nursing staff. *Journal of Nursing Management,* 29**,** 1544-1553.

RAI, A. & KIM, M. 2021. Empowering leadership and followers' good and bad behaviors: A dual mediation model. *Human Resource Development Quarterly*.

RAMOS-MAÇÃES, M.-A. & ROMÁN-PORTAS, M. 2022. The effects of organizational communication, leadership, and employee commitment in organizational change in the hospitality sector.

RAPP, T. L., GILSON, L. L., MATHIEU, J. E. & RUDDY, T. 2016. Leading empowered teams: An examination of the role of external team leaders and team coaches. *The Leadership Quarterly,* 27**,** 109-123.

RINGLE, C. M., WENDE, S. & BECKER, J.-M. 2015. SmartPLS 3. *Boenningstedt: SmartPLS GmbH,* 584.

RISLA, M. K. F. & ITHREES, A. G. I. M. 2018. The impact of quality of work life on organizational commitment with special reference to department of community based corrections. *Global Journal of Management and Business Research*.

RIYANTO, Y. E. & JONATHAN, Y. X. 2018. Directed trust and trustworthiness in a social network: An experimental investigation. *Journal of Economic Behavior & Organization,* 151**,** 234-253.

ROBBINS, S. P., JUDGE, T. A. & MILLETT, B. 2015. *OB: the essentials*, Pearson Higher Education AU.

RUBIN, R. S., BOMMER, W. H. & BACHRACH, D. G. 2010. Operant leadership and employee citizenship: A question of trust? *The Leadership Quarterly,* 21**,** 400-408.

RUIZ-PALOMO, D., LEÓN-GÓMEZ, A. & GARCÍA-LOPERA, F. 2020. Disentangling organizational commitment in hospitality industry: The roles of empowerment, enrichment, satisfaction and gender. *International Journal of Hospitality Management,* 90**,** 102637.

SA'ADAH, N. & RIJANTI, T. 2022. The Role of Knowledge Sharing, Leader-Member Exchange (LMX) on Organizational Citizenship Behavior and Employee Performance: An Empirical Study on Public Health Center of Pati 1, Pati 2 and Trangkil in Central Java. *International Journal of Social and Management Studies,* 3**,** 112-131.

SAMAD, S. 2012. The influence of innovation and transformational leadership on organizational performance. *Procedia-Social and Behavioral Sciences,* 57**,** 486-493.

SARAIH, U. N., ARIS, A. Z. Z., KARIM, K. M., SAMAH, I. H. A., SA'ABAN, S. & MUTALIB, S. A. 2017. Relationships between organizational commitment, OCB, organizational justice and turnover intention: Evidence from educational institution in Malaysia. *Review of Integrative Business and Economics Research,* 6**,** 64.

SAUNDERS, M., LEWIS, P. & THORNHILL, A. 2007. Research methods. *Business Students 4th edition Pearson Education Limited, England*.

SCHAUBROECK, J., LAM, S. S. & PENG, A. C. 2011. Cognition-based and affect-based trust as mediators of leader behavior influences on team performance. *Journal of applied psychology,* 96**,** 863.

SENDJAYA, S. & PEKERTI, A. 2010. Servant leadership as antecedent of trust in organizations. *Leadership & Organization Development Journal*.

SHAMIR, B. & EILAM, G. 2005. "What's your story?" A life-stories approach to authentic leadership development. *The leadership quarterly,* 16**,** 395-417.

SHARMA, P. N. & KIRKMAN, B. L. 2015. Leveraging leaders: A literature review and future lines of inquiry for empowering leadership research. *Group & Organization Management,* 40**,** 193-237.

SIMONS, T. 2002. Behavioral integrity: The perceived alignment between managers' words and deeds as a research focus. *Organization Science,* 13**,** 18-35.

SIMS JR, H. P., FARAJ, S. & YUN, S. 2009. When should a leader be directive or empowering? How to develop your own situational theory of leadership. *Business Horizons,* 52**,** 149-158.

SMITH, C., ORGAN, D. W. & NEAR, J. P. 1983. Organizational citizenship behavior: Its nature and antecedents. *Journal of applied psychology,* 68**,** 653.

SRIVASTAVA, A., BARTOL, K. M. & LOCKE, E. A. 2006. Empowering leadership in management teams: Effects on knowledge sharing, efficacy, and performance. *Academy of management journal,* 49**,** 1239-1251.

STEIDELMÜLLER, C. 2018. Job Demands in a Changing World of Work: Impact on Workers' Health and Performance and Implications for Research and Practice. *Management Revue,* 29**,** 104-107.

SUHARNOMO, S. & HASHIM, F. 2019. Differences in organization citizenship behavior between "serumpun" countries (Indonesia–Malaysia). *Journal of Asia Business Studies*.

SUPRIADI, Y., AHMAN, E., WIBOWO, L. & FURQON, C. 2019. Organizational citizenship behavior model for turnover intention management. *International Journal of Recent Technology and Engineering,* 8**,** 340-347.

TABACHNICK, B. G., FIDELL, L. S. & ULLMAN, J. B. 2007. *Using multivariate statistics*, pearson Boston, MA.

TALIB, M., BIBI, Z. & ZAMAN, N. U. 2019. Mediating Effect of Psychological Safety on the relationship between Ethical Leadership and Employee's Work Passion: Case Study of HEI's of Baluchistan, Quetta. *J. Manag. Sci,* 14**,** 192-202.

TEO, S. T., BENTLEY, T. & NGUYEN, D. 2020. Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model. *International Journal of Hospitality Management,* 88**,** 102415.

THANI, F. N. & MOKHTARIAN, F. 2012. Effective factors on psychological empowerment. Case study: service organization. *International Proceedings of Economics Development and Research,* 47**,** 101-106.

TRIMISAT, M. I. 2020. Pengaruh Keadilan Organisasional, Kepuasan Kerja, Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior (Ocb)(Studi Kasus Pada Pegawai Kantor Pelayanan Pajak Pratama Purworejo). *VOLATILITAS,* 2.

UDDIN, M. A., MAHMOOD, M. & FAN, L. 2018. Why individual employee engagement matters for team performance? Mediating effects of employee commitment and organizational citizenship behaviour. *Team Performance Management: An International Journal*.

VAN DIJKE, M., DE CREMER, D., MAYER, D. M. & VAN QUAQUEBEKE, N. 2012. When does procedural fairness promote organizational citizenship behavior? Integrating empowering leadership types in relational justice models. *Organizational Behavior and Human Decision Processes,* 117**,** 235-248.

VERIANTO, D. 2018. Pengaruh Motivasi Kerja Intrinsik Dan Keadilan Prosedural Terhadap Organizational Citizenship Behavior (OCB) Dan Kinerja Karyawan KPP Pratama Purwokerto. *Jurnal Ekonomi, Bisnis, dan Akuntansi,* 20.

WALUMBWA, F. O., AVOLIO, B. J., GARDNER, W. L., WERNSING, T. S. & PETERSON, S. J. 2008. Authentic leadership: Development and validation of a theory-based measure. *Journal of management,* 34**,** 89-126.

WANG, H., ZHANG, Y., LI, P. & HENRY, S. E. 2022. You Raise Me Up and I Reciprocate: Linking Empowering Leadership to Organizational Citizenship Behavior and Unethical Pro-Organizational Behavior. *Applied Psychology*.

WANG, X., XI, M. & ZHAO, S. Authentic CEO as an Engine of Relations Climate: from a Human Capital Perspective. Academy of Management Proceedings, 2018. Academy of Management Briarcliff Manor, NY 10510, 12311.

WEI, F., LI, Y., ZHANG, Y. & LIU, S. 2018. The interactive effect of authentic leadership and leader competency on followers' job performance: The mediating role of work engagement. *Journal of Business Ethics,* 153**,** 763-773.

WHITENER, E. M., BRODT, S. E., KORSGAARD, M. A. & WERNER, J. M. 1998. Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of management review,* 23**,** 513-530.

WON, N. C., WAN, C. Y. & SHARIF, M. Y. 2017. Effect of leadership styles, social capital, and social entrepreneurship on organizational effectiveness of social welfare organization in Malaysia: Data screening and preliminary analysis. *International Review of Management and Marketing,* 7**,** 117-122.

WONG, C. A. & LASCHINGER, H. K. 2013. Authentic leadership, performance, and job satisfaction: the mediating role of empowerment. *Journal of advanced nursing,* 69**,** 947-959.

WONG, C. A., SPENCE LASCHINGER, H. K. & CUMMINGS, G. G. 2010. Authentic leadership and nurses' voice behaviour and perceptions of care quality. *Journal of nursing management,* 18**,** 889-900.

WU, W., NI, D., WU, S., LU, L., ZHANG, X. & HAO, S. 2021. Envy climate and group performance in full-service hotels: the roles of intragroup relationship conflict and competitive climate. *International Journal of Contemporary Hospitality Management*.

XU, B.-D., ZHAO, S.-K., LI, C.-R. & LIN, C.-J. 2017. Authentic leadership and employee creativity: testing the multilevel mediation model. *Leadership & organization development journal*.

YASA, N. N. K., RAHMAYANTI, P. L. D., WIDANI, I. A. P., SUGIANINGRAT, I. & SUHARTO, R. B. 2021. Peran perilaku inovatif dan komitmen organisasional memediasi pengaruh kebahagiaan kerja terhadap kinerja karyawan. *MIX: Jurnal Ilmiah Manajemen,* 11**,** 258-273.

YEO, R. K. 2020. Get ready to shift: Situational positioning of leadership identity and influence. *Organizational Dynamics,* 49**,** 100688.

YU, H., LEE, L., POPA, I. & MADERA, J. M. 2021. Should I leave this industry? The role of stress and negative emotions in response to an industry negative work event. *International Journal of Hospitality Management,* 94**,** 102843.

ZHANG, X. & BARTOL, K. M. 2010. Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of management journal,* 53**,** 107-128.

ZHANG, X., TIAN, G., MA, C., TIAN, Y., LI, Z. & LIANG, L. 2020. "Too much of a good thing?": exploring the dark side of empowering leadership by linking it with unethical pro-organizational behavior. *Leadership & Organization Development Journal*.

ZHANG, X. & ZHOU, J. 2014. Empowering leadership, uncertainty avoidance, trust, and employee creativity: Interaction effects and a mediating mechanism. *Organizational behavior and human decision processes,* 124**,** 150-164.

ZHOU, G., GUL, R. & TUFAIL, M. 2022. Does servant leadership stimulate work engagement? The Moderating Role of Trust in the Leader. *Frontiers in Psychology,* 13.

ZHU, W., MAY, D. R. & AVOLIO, B. J. 2004. The impact of ethical leadership behavior on employee outcomes: The roles of psychological empowerment and authenticity. *Journal of Leadership & Organizational Studies,* 11**,** 16-26.

7.0 Appendix (Thesis questionnaire)

Survey Questionnaire

Dear Respondent,

I am an MS student at the National University of Sciences and Technology, Islamabad, and I am conducting my thesis study relating to empowering leadership in the hospitality industry. You are requested to respond to the attached questionnaire.

This survey will take 5-7 minutes. You are guaranteed that the data provided by you will remain confidential and will only be used for research purposes and will not be shared with anyone.

Thank you for your help and support!

Sincerely,

Researcher
Riyan Wazir
MS-HRM 2K20
NUST Business School, Islamabad.
riyan.mhr20nbs@student.nust.edu.pk

Research Supervisor
Dr. Muhammad Mustafa Raziq
Associate Professor (HRM)
NUST Business School, Islamabad
mustafa.raziq@nbs.nust.edu.pk

SECTION 1: Demographic Information

Email address (on which to receive follow-up questionnaire): _____

Industry/Sector: _____

City: _____

Designation/ Job position

1	2	3	4
Non-managerial	Line Manager	Middle Management	Top Management

Gender

1	2	3
Male	Female	Other

Age

1	2	3	4
20 - 30	31 – 39	40 –49	50 and above

Qualification

1	2	3	4	5
Intermediate	Undergraduate	Master	MS	Doctorate

Experience in the current organization (in years)

1	2	3	4	5	6
Less than 1 year	0-2 Years	3-5 years	6-8 Years	8-10 years	Above 10 years

SECTION 2: **For each statement below please circle the appropriate responses:**

1 = Strongly Disagree (SDA), 2 = Disagree (DA), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

Statement	SDA	DA	N	A	SA
1. My supervisor helps me understand how my objectives and goals relate to that of the company.	1	2	3	4	5
2. My supervisor helps me understand the importance of my work to the overall effectiveness of the company.	1	2	3	4	5
3. My supervisor helps me understand how my job fits into the bigger picture.	1	2	3	4	5
4. My supervisor makes many decisions together with me.	1	2	3	4	5
5. My supervisor often consults me on strategic decisions.	1	2	3	4	5
6. My supervisor does not solicit my opinion on decisions that may affect me.	1	2	3	4	5
7. My supervisor believes that I can handle demanding tasks.	1	2	3	4	5
8. My supervisor believes in my ability to improve even when I make mistakes.	1	2	3	4	5
9. My supervisor expresses confidence in my ability to perform at a high level.	1	2	3	4	5
10. My supervisor allows me to do my job my way.	1	2	3	4	5
11. My supervisor makes it more efficient for me to do my job by keeping the rules and regulations simple.	1	2	3	4	5
12. My supervisor allows me to make important decisions quickly to satisfy customer needs.	1	2	3	4	5
13. I am quite proud to be able to tell people who it is I work for.	1	2	3	4	5
14. I do not feel like leaving this employment for good.	1	2	3	4	5

Statement					
15. I am willing to put myself out just to help the organization.	1	2	3	4	5

1 = Strongly Disagree (SDA), 2 = Disagree (DA), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

Statement	SDA	DA	N	A	SA
16. Even if the firm were not doing too well financially, I would be reluctant to change to another employer.	1	2	3	4	5
17. I feel myself to be part of the organization.	1	2	3	4	5
18. In my work, I like to feel I am making some effort, not just for myself but for the organization as well.	1	2	3	4	5
19. The offer of a bit more money with another employer would not seriously make me think of changing my job.	1	2	3	4	5
20. I would not recommend a close friend to join our staff.	1	2	3	4	5
21. To know that my own work had made a contribution to the good of the organization would please me.	1	2	3	4	5
22. I help other employees with their work when they have been absent.	1	2	3	4	5
23. I do not volunteer to do things not formally required by the job.	1	2	3	4	5
24. I take the initiative to orient new employees to the department even though it is not part of my job description.	1	2	3	4	5
25. I help others when their workload increases (assisting others until they get over the hurdles).	1	2	3	4	5
26. I assist my supervisor with his/her duties.	1	2	3	4	5
27. I make innovative suggestions to improve the overall quality of the department.	1	2	3	4	5

Statement					
28. I am punctual in arriving at work on time in the morning, and after lunch and breaks.	1	2	3	4	5
29. I exhibit attendance at work beyond the norm, for example, I take less days off than most individuals or less than allowed.	1	2	3	4	5
30. I give advance notice if unable to come to work.	1	2	3	4	5
31. My supervisor and I can both freely share our ideas, feelings, and hopes	1	2	3	4	5

1 = Strongly Disagree (SDA), 2 = Disagree (DA), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA)

Statement	SDA	DA	N	A	SA
32. I can talk freely to my supervisor about difficulties I am having at work and know that s/he will want to listen.	1	2	3	4	5
33. If I shared my problems with my supervisor, I do not know whether s/he would respond constructively and caringly	1	2	3	4	5
34. Given my supervisor's track record, I see no reason to doubt his/her competence and preparation for the job.	1	2	3	4	5
35. Most people, even those who aren't close friends of my supervisor, trust, and respect him/her as a coworker.	1	2	3	4	5
36. Other work associates of mine who must interact with my supervisor consider him/her to be trustworthy.	1	2	3	4	5
37. My supervisor seeks feedback to improve interactions with others.	1	2	3	4	5
38. My supervisor accurately describes how others view his or her capabilities.	1	2	3	4	5
39. My supervisor says exactly what he or she means.	1	2	3	4	5
40. My supervisor is willing to admit mistakes when they are made.	1	2	3	4	5

41. My supervisor does not demonstrate beliefs that are consistent with actions.	1	2	3	4	5
42. My supervisor makes decisions based on his/her core beliefs.	1	2	3	4	5
43. My supervisor solicits views that challenge his or her deeply held positions.	1	2	3	4	5
44. My supervisor listens carefully to different points of view before coming to conclusions.	1	2	3	4	5

Thank you for your cooperation! ☺

The online questionnaire (Google Form):

https://docs.google.com/forms/d/e/1FAIpQLScOhYT3tP9Vnk-SEw--Z34G_bWefRl1LQZDj17107nLArnwCg/viewform?usp=sf_link