International Journal of Hospitality Management 105 (2022) 103269

Contents lists available at ScienceDirect

International Journal of Hospitality Management

journal homepage: www.elsevier.com/locate/ijhm

Effects of empowering leadership under boundary conditions in the hospitality industry

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ARTICLE INFO

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

ABSTRACT

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

1. Introduction

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

Employee engagement is a state in which motivation is linked to the employee's job activity. According to previous studies, engagement sets in motion a process of internal motivation that increases employees' willingness to become involved in extra-role service (e.g., Karatepe, 2013a; Kim and Koo, 2017; Orlowski et al., 2021; Zhu et al., 2019). It can be difficult, however, to achieve engaged employees in the hospitality sector. Some studies explain this difficulty as a consequence of rigid leadership or strongly hierarchical command structures (e.g., Huertas-Valdivia et al., 2021, 2019b; Wu et al., 2021; Yu et al., 2021), and some authors view empowering leadership (ELSH) as one of the most promising leadership styles for solving this problem (e.g., Boukis et al., 2020; Hassi, 2019; Hoang et al., 2021; Huertas-Valdivia et al.,

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https://doi.org/10.1016/j.ijhm.2022.103269
Received 13 September 2021; Received in revised form 30 May 2022; Accepted 8 June 2022
Available online 17 June 2022

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

Ultimately, determining the potential of ELSH to affect key results for organizations (e.g., engagement or extra-role behavior) requires not only knowing the processes through which these results can be improved but also identifying the other processes in which ELSH will not have positive effects, or may even have negative ones. From an organizational behavior research point of view, there is a clear need to identify the different ways in which ELSH is related to employees' behavior and therefore affects their performance. Previous research has shown mixed results when studying the relationships between ELSH and different employee behaviors. For example, the results of Cheong et al. (2016) showed that ELSH can have a paradoxical effect, both enabling and burdening, on employee in-role performance, leading the authors to suggest that employee traits should be investigated as a possible explanation for these mixed results. On the other hand, the work of Raub and Robert (2010) found contradictory results when studying the influence of ELSH on in-role service behavior (direct and significant relationship) and extra-role service behavior (no significant direct relationship), suggesting that a better understanding of the impact of ELSH on organizations requires new approaches that consider its challenging nature for individuals. More recently, Byun et al. (2020) suggested that the positive effects of ELSH may disappear in the presence of certain boundary conditions in the work context, for example, performance pressure. In their review of the effects of ELSH, Cheong et al. (2019) have also encouraged researchers to consider boundary conditions present in the workplace as a possible explanation for contradictory research results. Research thus still lacks a clear conclusion about when ELSH may or may not benefit organizational results. In the hospitality industry, more specifically, some authors have indicated the need to deepen understanding of the boundary conditions applied to the effects of leadership, identifying this need as currently one of the main research gaps concerning leadership in hospitality and tourism (e.g., Buil et al., 2019; Guchait et al., 2020). While this gap has been addressed for other styles of leadership (see Buil et al., 2019), for example, which analyzes boundary conditions capable of determining the effects of transformational leadership on hotel employees) and moderators have been sought to strengthen its positive effects (e.g., Aryee et al., 2019; Lin et al., 2020), a style like ELSH, so promising for hospitality, has not yet has been tested while considering the possibility that an interactional perspective could jeopardize or invert the positive effects of ELSH on hospitality workers. What happens when the undeniably positive effects of ELSH are analyzed under boundary conditions present in the work environment? Will ELSH be equally effective when it interacts with different employee personality types?

Our study seeks to answer these questions by responding to some authors' call to deepen understanding of the boundary conditions applied to the effects of leadership in the hospitality sector. To fill this gap, we go beyond previous research to understand whether the positive relationship between ELSH, engagement, and extra-role service can be influenced – even determined – by the interaction of a boundary condition such as the employee's self-construal. In studying self-construal theory (SCT), Markus and Kitayama (1991) present two types of personality: independent and interdependent. These types direct individuals' behavior and goals in different directions. Independent self-construal leads employees to focus on self-promotion, prioritizing their own goals. Interdependent self-construal, in contrast, promotes coordination with others to fulfill tasks and achieve collective goals, subordinating personal to collective goals (Wei et al., 2012; Wu and Chen, 2019). We expect the interaction of these two types of employee self-construal with ELSH behavior that seeks to show the employee how to self-lead to condition the known positive effects of ELSH on employees' engagement (e.g., Gyu Park et al., 2017; Hoang et al., 2021; Huertas-Valdivia et al., 2019b, 2018; Raub and Robert, 2013; Wihuda et al., 2017; Zhang and Bartol, 2010; Zhou et al., 2018).

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

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

2. Literature review and hypothesis development

2.1. Social learning theory

Social learning theory (SLT) (Bandura, 1997) explains how leaders can influence cognitive learning processes and thus followers' behavior through role modeling. That is, in a social environment like the workplace, employees can change their behavior or learn new conduct by observing the behavior of others. Among the various opportunities for social learning, the possibility of learning from the leader through role modeling stands out due to the leader's position of power, greater competence recognized by others, and special position or status (Amundsen and Martinsen, 2014).

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

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

2.2. Self-construal theory

SCT, proposed by Markus and Kitayama (1991), holds that individuals' different interpretations of themselves condition their motivation and behaviors. Self-construal is the concept that people manufacture of their own individuality. It represents the extent to which individuals perceive themselves as different from or connected to others. The authors distinguish two types of self-construal. The first, independent self-construal, is based on belief in the "uniqueness of each person's configuration of internal attributes" (Markus and Kitayama, 1991, p. 226). It drives individuals to follow their own feelings, cognitions, and

values, stressing their singularity (Kwon and Mattila, 2015). Interdependent self-construal, in contrast, is based on the belief that individuals are connected to their social context. Interdependent self-construal drives individuals to seek associations with others by collaborating on collective interests and obligations. It ultimately stresses their belonging to the group rather than their singularity (Wu et al., 2018).

In analyzing the creation and maintenance of self-construal in the individual, different authors agree that, while both personality types (independent and interdependent) coexist in each person, the characteristics of the context can stimulate the predominance of one type or the other (e.g., Markus and Kitayama, 1991; Wei et al., 2012; Wu et al., 2018). Since independent and interdependent self-construal lead employees to develop different cognitions, motivations, and behaviors, each of these types can also direct employees' attention to specific goals and behaviors consistent with their self-definition and with the work environment (Markus and Kitayama, 1991; Wu et al., 2018). The work context created through the leader's behavior (e.g., ELSH behaviors aimed at showing employees how to self-lead) could therefore condition the relative strength/weakness of independent or interdependent self-construal in each employee, in turn conditioning the employee's behaviors and goals.

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

2.3. ELSH and engagement

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

ELSH has been defined as a process through which leaders model behavior for followers through their own actions, showing their followers the way to self-lead (Amundsen and Martinsen, 2014; Arnold et al., 2000) and granting followers "more power and freedom of choice in decisions" (Huertas-Valdivia et al., 2019b, p. 404) to foster their participation and collaboration. The EL gives followers the support they need to make them feel capable of handling responsibilities effectively, strengthening their sense of security in themselves and in their capabilities (Ahearne et al., 2005; Hon and Chan, 2013; Lin et al., 2020). ELs thus foster their followers' autonomy and self-development, delegating authority and permitting employees to assume a self-leadership role that helps them to face the contingencies that can arise during service to increasingly demanding guests (Hallin and Marnburg, 2008; Huertas-Valdivia et al., 2019b). One result of the greater employee autonomy promoted by ELSH is an increase in employees' engagement. Greater autonomy enables employees to feel that they control their work. This feeling gives meaning to their labor (Paek et al., 2015), leading to a high degree of identification and energy when they perform their tasks (Gyu Park et al., 2017) and ultimately to greater engagement.

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

As in these prior studies, we expect our data to confirm a positive relationship between ELSH and employee engagement. Ultimately, in line with SLT, we expect ELSH attitudes and behavior to serve as a model for the EL's followers. We thus expect that the possibility for self-leadership that ELSH demonstrates to employees will enable employees to give their work meaning, facilitating greater identification, energy, and absorption in performance of their tasks – and ultimately greater commitment. Based on these arguments, we propose that:

H1. ELSH is positively related to the employee's level of engagement.

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

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

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

Based on SCT, independent self-construal represents the way employees see themselves as different from others. Independent self-construal drives employees to shape their behavior based on their thoughts and feelings (Wei et al., 2012), giving greater importance to their personal and professional growth than to collective goals (Lu and Gilmour, 2007). Independent self-construal leads employees to put aside the construction of cooperative and helping behaviors, as well as orientation or training dedicated to improving processes, tasks, or teams (Markus and Kitayama, 1991; Wu et al., 2018). In this case, all the employee's vigor, dedication, and absorption are directed to achieving personal and professional goals, relegating collaborative or group goals to second place. Because the behavior of employees with independent self-construal is oriented to personal achievement and not duty (Wu et al., 2018), the interaction between this personality type and the impetus of ELSH to motivate employees to work autonomously toward participative or collaborative goals can jeopardize the employee's intrinsic motivation. This dichotomy could impact the employee's engagement negatively, thus also negatively impacting extra-role service.

Based on the foregoing, we expect the interaction between

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

H2a. The interaction between independent self-construal and ELSH is negatively related to the employee's level of engagement.

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

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

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

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

H2b. The interaction between interdependent self-construal and ELSH is negatively related to the employee's level of engagement.

2.6. Engagement and extra-role service

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

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

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

H3. A positive relationship exists between engagement and extra-role service.

Fig. 1 represents the research model developed from the theoretical framework analyzed.

3. Methodology

3.1. Data and sample

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

We developed the questionnaire by adopting items from existing scales. In addition to using scales validated by previous studies, we pretested the survey with three academic experts trained in methodology to identify potential problems and weaknesses that our team might have overlooked. The experts evaluated the survey and commented on it. We then considered and implemented their suggestions. To avoid common method bias (CMB), the survey was anonymous and included a cover letter explaining its aim and guaranteeing confidentiality of the respondents' answers. To mitigate potential bias created by respondents giving what they thought was the right answer, respondents were also told that the survey questions had no right or wrong answers (Podsakoff et al., 2003). The variables were not introduced in the hypothesized order, and the names of the variables were not presented in the survey. Every measurement scale was concise to avoid terms that might seem ambiguous to the respondents (Podsakoff et al., 2003). To ensure that CMB was not a problem, we tested for possible common method variance statistically using Harman's factor analysis as well as the procedural methods proposed by Podsakoff et al. (2003). The results show that a single factor extracts 31.75 % of the total variance. Since this amount is far less than 50%, we establish that common method variance does not affect the data (Podsakoff and Organ, 1986). We also assessed measurement model fit through confirmatory factor analysis (e.g., Castillo et al., 2021a,b) and the correlations between variables, neither of which detected a problem caused by common method variance (Gutierrez-Gutierrez et al., 2018; Volberda et al., 2012). Based on these results, the potential effects of CMB are not substantial.

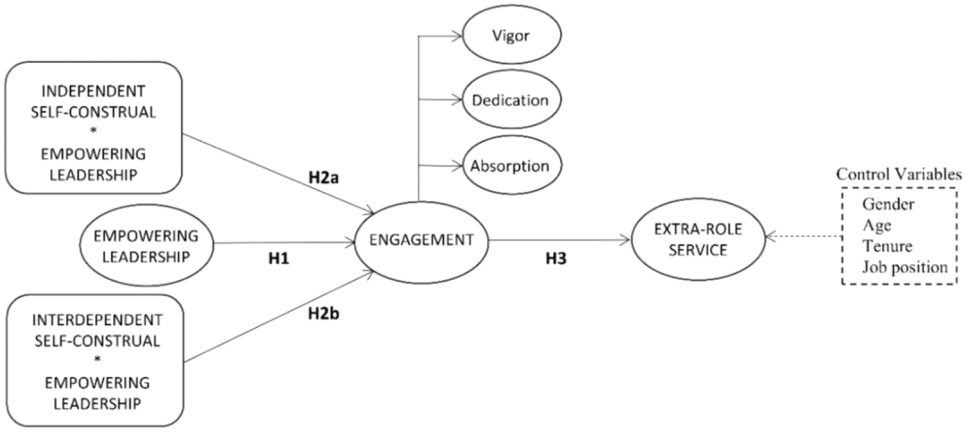

Fig. 1. *Research model.*

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

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

3.2. Measures

To measure the items, we adapted scales that had been used and validated, employing Likert scales ranging from 1 to 7 (1 "disagree completely" and 7 "agree completely"). We followed the criteria of Benitez et al. (2020) in specifying our variables as reflective, since all variables are behavioral concepts.

3.2.1. Empowering leadership

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

3.2.2. Independent self-construal

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

3.2.3. Interdependent self-construal

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

3.2.4. Engagement

Engagement is a reflective second-order construct evaluated by 3 dimensions adopted from the scale developed by Schaufeli et al. (2002). These 3 dimensions – vigor, dedication, and absorption – were evaluated by 6, 5, and 4 indicators, respectively. Engagement evaluates the extent of employees' commitment to their job in terms of vigor, dedication, and absorption. Again, to ensure this construct's reliability, we checked that both Dijkstra-Henseler's rho (p_A) and Cronbach's alpha were higher than 0.707 (they took values of 0.888 and 0.876, respectively). We also confirmed reliability of the dimensions, obtaining Dijkstra-Henseler's rho (p_A) values of 0.893, 0.891, and 0.866 and Cronbach's alpha values of 0.891, 0.886, and 0.860 for vigor, dedication, and absorption, respectively.

3.2.5. Extra-role service

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

3.2.6. Control variables

We identified variables that could influence the main model relationships and included them in this study to control for their effects on extra-role service. We selected employee-centered control variables, because our research focuses on behaviors at the individual level and it has been suggested that some individual characteristics affect employees' attitudes and behavior (Becker, 1964). Following previous studies in hospitality research (e.g., Elche et al., 2020; Huertas-Valdivia et al., 2019b, 2018; Kaya and Karatepe, 2020; Rescalvo-Martin et al., 2021; Ribeiro et al., 2018; Shum et al., 2020; Zhu et al., 2019), we controlled for gender, tenure, age, and job position. One plausible

reason is that accumulated knowledge due to the employee's age and tenure in a given job makes it easier for the employee to accumulate knowledge and skills, whereas feminine gender may produce a stronger inclination to care for guests. These variables thus give employees access to different working conditions and personal resources to perform extra-role service successfully. Gender was measured as a dummy variable (0 = women; 1 = men). Tenure was measured as the number of months an employee had been working at their job. Age indicated employees' age, using the following categories: 1 = 20 years old or under, 2 = 21–25, 3 = 26–30, 4 = 31–35, and so forth to 9 =over 55 years old. Job position refers to the employee's job position, which in our study included positions such as front desk clerks (47.28 %), reservations and sales agents (23.47 %), restaurant personnel (12.24 %), and concierge staff (10.88 %), as well as other positions (6.12 %) that attend customers directly.

4. Empirical analysis and results

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

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

4.1. Measurement model evaluation

4.1.1. Confirmatory factor analysis

We performed confirmatory factor analysis to test whether the model's fit empirically supported the structure of our reflective constructs in the proposed model and whether the number of constructs and assignment of indicators to constructs was appropriate (Henseler et al., 2015). To perform this analysis, we evaluated the discrepancies between the empirical matrix and the correlation matrix implicit in the saturated model at first- and second-order levels (Benitez et al., 2020; Henseler et al., 2015) by analyzing the standardized square root mean residual (SRMR), unweighted least squares distance (d_{ULS}), and geodesic distance (d_G) (Henseler et al., 2016). To confirm appropriateness of the measurement structure, the SRMR should generally be lower than 0.08 (Henseler, 2017) and the value of the discrepancies lower than the 99% quantile of the bootstrap discrepancies. In our model, the SRMR value was 0.053 at first-order level and 0.006 at second-order level. The value of the discrepancies was below the 99% quantile (HI99) of the bootstrap discrepancies (Henseler et al., 2016). These results suggest that the proposed model has good properties and should be not rejected based on an alpha level of 0.01. Table 1 displays the evaluation of overall model fit from the confirmatory factor analysis.

4.1.2. Evaluation of the measurement properties

Since all of our model constructs are conceptualized as reflective, we must analyze composite and indicator reliability; and content, convergent, and discriminant validity (Benitez et al., 2020). We confirmed content validity for our constructs by using scales validated in prior research (Pavlou and El Sawy, 2006). To evaluate composite reliability, we tested whether Dijkstra-Henseler's p_A was greater than 0.707, indicating that more than 50% of construct variance was explained by the latent variable (Benitez et al., 2020). The Dijkstra-Henseler's p_A values of our variables ranged from 0.834 to 0.906. As all values were greater than 0.707, we confirm composite reliability.

We tested convergent validity using the constructs' average variance extracted (AVE). The AVEs of our constructs ranged from 0.486 to 0.710. All values were above (or very slightly below) the suggested threshold of 0.50, indicating convergent validity.[1]

To test for reliability of the indicators and dimensions (i.e., at second-order level), we evaluated indicator and dimension loadings and their significance level. Loading values should generally be greater than 0.707 (Chin et al., 2020), but the most current standards affirm that values slightly below 0.707 are not problematic when construct validity and reliability are ensured. All indicator and dimension loadings in our model (which range from 0.786^{***} to 0.938^{***}) exceeded 0.707 or were slightly below this threshold and significant, except for ACI1, ACI2, ACI10 (pertaining to independent self-construal), ACD2 (pertaining to interdependent self-construal), ENG16, and ENG17 (pertaining to the absorption dimension of engagement). As these 6 indicators did not meet the criteria, they were dropped from the analysis. The final indicator loadings ranged from 0.557^{***} to 0.899^{***}. Table 2 presents the results of the measurement model evaluation.

Since our estimators are based on variance, we evaluated the constructs' discriminant validity by testing the heterotrait-monotrait ratio (HTMT)[2] (Henseler et al., 2015). The HTMT ratios in our model ranged from 0.389 to 0.714 and were thus lower than the required threshold of 0.90 needed to guarantee discriminant validity (Voorhees et al., 2016). Table 3 displays the HTMT values.

4.2. Evaluation of the structural model

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

After evaluating the measurement model, we evaluated the structural model, testing for model fit, the beta coefficients and their significance level, and the R^2 values and their effect size (f^2) (Henseler et al., 2016). To test the fit of the estimated model, we evaluated the discrepancies between the empirical matrix and the implicit correlation matrix in the estimated models (Benitez et al., 2020; Henseler et al., 2015). We then evaluated the SRMR, d_{ULS}, and d_G using a procedure

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

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

Table 1
Results of the confirmatory factor analysis (saturated model).

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

similar to confirmatory factor analysis (Henseler et al., 2016). The SRMR value obtained (0.053) was lower than the recommended threshold of 0.080, and the values of the discrepancies were also lower than the 99% quantile of the bootstrap discrepancies (Henseler et al., 2016), suggesting that the proposed models fit well (see Table 4).

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

The R^2 values determine the model's predictive capability for this variable, where 0.200 is the threshold recommended by scholars (Chin, 2010). The R^2 value was 0.399 for engagement and 0.430 for extra-role service, above the recommended threshold and indicating good explanatory power. The effect size (f^2) values for the hypothesized relationships ranged from 0.012 to 0.120, suggesting effects ranging from weak to strong (Cohen, 1992b). More specifically, the effect size values for H2a and H2b are 0.012 and 0.017, respectively. As these two hypotheses refer to interaction effects, we expect the effect sizes to be quite small. Indeed, Aguinis et al. (2005) have shown that the mean effect size in testing moderation is 0.009. Following previous studies, therefore, 0.010 and 0.025 may be considered as medium and large effect sizes, respectively. These studies suggest that the effect sizes of our hypothesized interaction relationships are medium-large (Hair et al., 2017; Kenny, 2016).

5. Discussion

5.1. Theoretical implications

Our results contribute to the current literature in different ways. First, we contribute to the general literature on Empowering Leadership. We have strengthened understanding of the effects of ELSH, subjecting its effects to boundary conditions inevitably present in the work environment that interact with ELSH and produce effects contrary to those observed in the direct relationship. Because employees' different personality types determine their behaviors and goals, these types can lead to individual differences in the ways employees respond to a leadership style (Markus and Kitayama, 1991; Wu et al., 2018). Our findings suggest that applying ELSH to employees with highly independent or interdependent personalities can harm efforts to promote engagement. This finding offers a possible explanation for the contradictory results obtained by other authors when studying the effects of ELSH. For example, while the work of Cheong et al. (2016) showed that ELSH can simultaneously enhance and harm employee work performance, our results extend ELSH Theory by explaining how this leadership style can be related both positively and negatively to employees' performance due to its interaction with their type of self-construal. All of the above leads us to join other authors' argument for the need for further investigation of the effects of ELSH on employee outcomes under boundary conditions present in different work contexts before prematurely stating its positive or negative effects. For example, Raub and Robert (2010) suggested that full understanding of ELSH requires considering that its nature can challenge each individual in different ways. Similarly, Byun et al. (2020) inferred from their results that the positive effects of ELSH can disappear completely under certain boundary conditions. Our work now offers an empirical evidence for this argument.

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

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

Ultimately, this finding suggests that different employee personalities influenced by the same leadership style could shape employees' work behaviors and affect their performance, in ways beyond those previously considered in the more general or specific literature on the hospitality sector. Our focus on the role that different types of self-construal play in the interactive formation of engagement suggests that highly independent or interdependent hospitality employees will have lower levels of engagement if ELSH is used. In other words, our results show that combining self-construal and leadership without aligning them could demotivate employees. Along the same lines, prior studies show that situational factors and dispositions can interact with self-construal to give rise to different forms of proactive behavior For example, Wu et al. (2018) report that employees with independent self-construal became involved in behavior oriented to improving their careers when the work environment encouraged personal growth. Other studies, have, in contrast, indicated that situational or dispositional factors not consistent with self-construal become irrelevant in training employee behavior. As Wu et al. (2018) assert, the interaction between self-construal and situational elements such as leadership style produces "a positive interaction effect between work characteristics and

Table 2
Measurement model evaluation at first- and second-order level.

Cod.	Construct/indicator	P_A	AVE	Weights	Loadings
ELSH		0.833	0.492		
LE1	My supervisor explains the overall goals we are trying to achieve			0.270***	0.800***
LE2	My supervisor gives employees the freedom to work on their own			0.273***	0.736***
LE3	My supervisor shares important responsibilities with his/her employees			0.241***	0.650***
LE4	My supervisor gives employees the freedom to work on their own			0.251***	0.676***
LE5	My supervisor lets employees make important decisions			0.235***	0.632***
Independent self-construal		0.872	0.486		
I believe that…					
ACI1	…people should be unique and different from others			Dropped	
ACI2	…others should not influence my self-identity			Dropped	
ACI3	…people should express their feelings in interpersonal interactions			0.189***	0.688***
ACI4	…interpersonal communication should be direct			0.202***	0.738***
ACI5	…people should try hard to satisfy their interests			0.153***	0.557***
ACI6	…people should fully realize their potential			0.186***	0.676***
ACI7	…people should have their own ideals and try hard to achieve them			0.196***	0.713***
ACI8	…once a goal is set, one should do one's best to achieve it			0.208***	0.758***
ACI9	…people should face up to challenges in the environment			0.201***	0.733***
ACI10	…people should express their opinions in public			Dropped	
Interdependent self-construal		0.906	0.510		
I believe that…					
ACD1	…once you become a member of the group, you should try hard to adjust to the group's demands			0.149***	0.721***
ACD2	…it is important to maintain work group harmony			Dropped	
ACD3	…people should find their place within a work group			0.161***	0.776***
ACD4	…people should perform their social roles well in a work group			0.156***	0.752***
ACD5	…people should behave appropriately in a work group according to different circumstances			0.130***	0.629***
ACD6	…people should behave appropriately in a work group according to their different roles			0.160***	0.771***
ACD7	…success of the work group is more important than success of the individual			0.125***	0.601***
ACD8	…the work group should come first when it conflicts with the individual			0.137***	0.661***
ACD9	…we should be concerned about teammates' dignity in interactions			0.157***	0.758***
ACD10	…in the interest of maintaining interpersonal harmony in the work group, communication should be indirect			0.153***	0.736***
Engagement		0.888	0.710		
Vigor		0.893	0.578		0.786***
				0.348***	
ENG1	When I get up in the morning, I feel like going to work			0.217***	0.797***
ENG2	At my work, I feel I am bursting with energy			0.215***	0.789***
ENG3	At my work, I always persevere, even when things do not go well			0.188***	0.690***
ENG4	I can keep working for very long periods at a time			0.208***	0.763***
ENG5	At my job, I am very resilient mentally			0.204***	0.749***
ENG6	At my job, I feel strong and vigorous			0.210***	0.770***
Dedication		0.890	0.614		0.938***
				0.415***	
ENG7	To me, my job is challenging			0.251***	0.818***
ENG8	My job inspires me			0.258***	0.840***
ENG9	I am enthusiastic about my job			0.242***	0.788***
ENG10	I am proud of the work that I do			0.232***	0.755***
ENG11	I find the work that I do full of meaning and purpose			0.218***	0.710***
Absorption		0.865	0.609		0.794***
				0.351***	
ENG12	When I am working, I forget everything else around me			0.290***	0.759***
ENG13	Time flies when I am working			0.274***	0.717***
ENG14	I get carried away when I am working			0.330***	0.865***
ENG15	It is difficult to detach myself from my job			0.295***	0.773***
ENG16	I am immersed in my work			Dropped	
ENG17	I feel happy when I am working intensely			Dropped	
Extra-role service		0.897	0.617		
EXT1	Voluntarily assists customers even if it means going beyond job requirements			0.248***	0.807**
EXT2	Helps customers with problems beyond what is expected or required			0.276***	0.899***
EXT3	Often goes above and beyond the call of duty when serving customers			0.230***	0.749***
EXT4	Willingly goes out of his/her way to ensure that a customer is satisfied			0.251***	0.816***
EXT5	Frequently goes out of his/her way to help a customer			0.194***	0.631***

Table 3
Discriminant validity evaluation (HTMT).

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

Table 4
Results of hypotheses testing.

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

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

self-construal, rather than a compensatory effect (i.e., negative interaction effect)" (p. 297). This finding is not consistent with our results, which show that inconsistency between work characteristics (such as leadership style) and the employee's type of self-construal (independent or interdependent) has a demotivating effect on employees due to the negative interaction effect. This difference could be explained by the characteristics of hospitality work. Hotel employees face service situations that require intense emotional labor and role inconsistency

(Huertas-Valdivia et al., 2019b). These distinctive factors in the hospitality work context could explain why hospitality employees are worse at managing lack of agreement between leadership style and employee self-construal, which has negative effects on hospitality organizations when the effect might be irrelevant in other sectors.

5.2. Practical implications

From a practical point of view, our study can help managers to strengthen their employees' engagement levels, which can, in turn, increase extra-role service behaviors that help hotels in their battle for customers. Greater knowledge of what demotivates or jeopardizes the emergence of extra-role service also serves as a guideline to help managers to achieve more competitive organizations. If we know how prejudice occurs, we will know how to avoid it.

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

First, before using ELSH to foster engagement and extra-role service, ELs must consider the employee's self-construal type and identify highly independent or interdependent employees. The scale developed by Ahearne et al. (2005) could be a good tool for this task. Wu et al. (2018) assert that all employees potentially have both forms of self-construal. As the relative strength each form takes may be situational or experiential, ensuring that the characteristics of the work environment are consistent with each form of self-construal helps to achieve high values of independence or interdependence (Lu and Gilmour, 2007; Wu et al., 2018). Ultimately, when ELSH is used, managers can avoid negative interaction of this leadership style with self-construal by considering the characteristics of the work environment (for example, preventing high levels of independence or interdependence through training). Training can help employees to understand how their work is tied to and depends on others, and how their individual performance can make the difference according to the need to avoid one personality or the other. Performance evaluations could also be a useful tool. Connecting the results – whether of the individual or the work team—would help managers not to intensify the employee's personality through characteristics of the work environment. To avoid such problems, employees could be asked to participate in the process of establishing objectives whenever possible – or could at least be informed of the criteria used to establish goals and be given the opportunity to alert the organization to possible contradictions. On the other hand, employees should know when their performance is being evaluated, so that the organization can consider the influence of characteristics inherent in hospitality service on individual performance – for example, the impossibility of fully foreseeing each service interaction or the influence of the entire team's work in measuring guest satisfaction. Organizations should be very explicit about these items to avoid turning independent or interdependent self-construal into employee disengagement.

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

5.3. Limitations and future lines of research

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

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

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

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

Finally, our study considered independent vs. interdependent self-construal as boundary conditions for the effectiveness of ELSH in hotel work. However, employee personality type may also be a boundary condition for other leadership styles. It is thus necessary to determine whether the employee's self-construal has any unexpected effect when it acts as a boundary condition under leadership styles considered as promising for the hospitality sector, such as paradoxical or servant leadership. Comparing the interactive effects of employees' self-construal on the leadership styles most used in hospitality could explain why, after years of research on how to achieve engaged employees, practice still shows that we have not achieved this goal. Further, although our study focuses on boundary conditions that can determine the effects of ELSH due to its specific interest for the hospitality industry, we must study whether the phenomenon identified in this study can occur in other service-sector industries or even in non-service industries. Although our hypotheses have been proven, it is both

necessary and valuable to test these relationships in other contexts to guarantee their validity and generalizability (Terglav et al., 2016). Further, future studies could analyze this phenomenon in other industries in the service sector or even from the perspective of other academic disciplines to determine their generalizability.

6. Conclusions

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

Declarations of Competing Interest

None.

Acknowledgments

We want to thank for the research sponsorship received by the European Regional Development Fund (European Union) and the Government of Spain (Research Project ECO2017-84138-P) and the Regional Government of Andalusia (Research Project A-SEJ-154-UGR18). Funding for open access charge: University of Granada / CBUA.

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