UNIVERSITY OF CAPE COAST

EFFECT OF FEMININE LEADERSHIP ON JOB CRAFTING

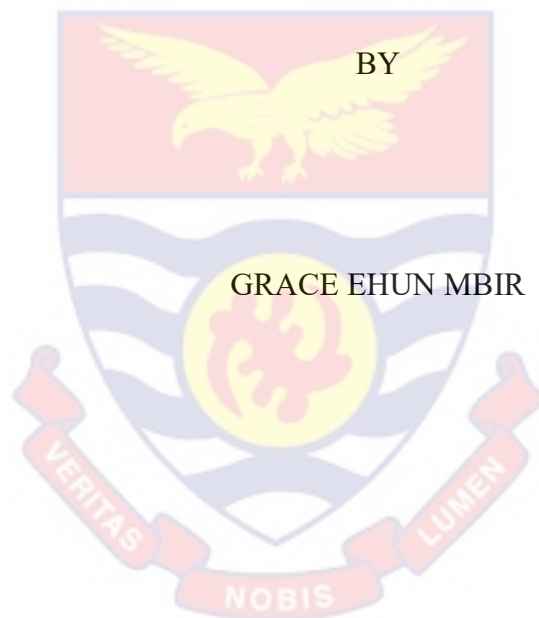BEHAVIOUR: THE MEDIATING ROLES OF EMPLOYEE VOICE AND

JOB AUTONOMY

GRACE EHUN MBIR

2023

UNIVERSITY OF CAPE COAST

EFFECT OF FEMININE LEADERSHIP ON JOB CRAFTING

BEHAVIOUR: THE MEDIATING ROLES OF EMPLOYEE VOICE AND

JOB AUTONOMY

BY

GRACE EHUN MBIR

Dissertation submitted to the Department of Business Programmes of the College of Distance Education, University of Cape Coast, in partial fulfilment of the requirements for the award of Master of Business Administration degree in Human Resource Management

NOVEMBER 2023

DECLARATION

Candidate's Declaration

I hereby declare that this work is the results of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: …………………………. Date: ………………...

Name: Grace Ehun Mbir

Supervisor's Declaration

I hereby declare that the preparation and presentation of the theses were supervised in accordance with the guidelines on the supervision of theses laid down by the University of Cape Coast.

Supervisor's Signature: …………………………. Date: ………………...

Name: Prof. Abraham Ansong

ABSTRACT

This research study delves into the nexus between feminine leadership, job crafting behaviour, employee voice and job crafting in the hotel industry in Sunyani, Bono Region, Ghana. The primary purpose of the research is to assess the impact of feminine leadership on job crafting behaviours, evaluate the mediating role of employee voice, and examine how job autonomy influences this relationship. The study adopts the transformational leadership theory, self-determination theory (SDT), and the characteristics model. The study took a quantitative and explanatory research approach. Additionally, self-administered closed-ended questionnaires served as the primary data collection instrument for the study. Of the 385 respondents, 343 questionnaires were answered, representing 89.91% response rate. The study's data was analysed with the statistical package for social sciences (SPSS) version 28 and SmartPLS version 4. The findings highlight the significant effect of feminine leadership on job crafting behaviours among hotel industry employees. Additionally, the study reveals a partial mediation effect of employee voice in the relationship between feminine leadership and job crafting. Finally, the effect of job autonomy on job crafting was insignificant hence could not mediate the relationship between feminine leadership and job crafting In conclusion, this research provides valuable insights into the relationship dynamics between feminine leadership, job crafting behaviour, and employee voice within the unique context of the Sunyani hotel industry. The study contributes to a deeper understanding of these relationships and their implications. Based on the findings, recommendations are made to hotel industry leaders and management for fostering positive employee behaviours and enhancing leadership practices.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to my supervisor, Professor Abraham Ansong for his professional guidance and motivation with which he steered this work. I'm extremely grateful. Also, I am much thankful to my parents for their unwavering support through various stages of my education. Finally, I would like to express my profound gratitude to family, friends and love ones for their immeasurable support in diverse ways.

May the good Lord bless you all.

DEDICATION

To my parents

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION

Historically, women have been under represented in leadership positions, and gender biases have hindered their advancement in various industries (Anderson & Klofstad, 2012; Blake-Beard et al., 2020; Clevenger & Singh, 2013). As more women have entered leadership roles, researchers have begun to explore the distinctive qualities of feminine leadership styles and their potential benefits for individuals and organisations (Blake-Beard et al., 2020; Eagly & Chin, 2010; Kachniewska & Para, 2023). The hotel industry is known for its dynamic and demanding work environment, requiring effective leadership and employee adaptation to ensure high-quality service delivery and guest satisfaction (Alsetoohy et al., 2022; Chiang & Chen, 2021; Crick & Spencer, 2011; Kachniewska & Para, 2023; Ruiz-Palomino et al., 2019; Wen & Chi, 2023). Within this context, the concept of leadership has evolved beyond traditional masculine-oriented approaches to include feminine leadership styles that emphasise collaboration, empathy, inclusiveness, and relationship-building (Alam et al., 2023; Avey et al., 2012; Jacobsen, 2022; Johanson, 2008; Lichtenthaler & Fischbach, 2018; Nwokeiwu, 2009). Understanding the impact of feminine leadership on employee outcomes and behaviours, such as job crafting, is essential for creating a supportive and empowering work environment in the hotel industry.

Background of the Study

In recent years, there has been a growing recognition of the importance of gender diversity and inclusivity in leadership positions across various industries (Anderson & Klofstad, 2012; Blake-Beard et al., 2020; Dashper &

Finkel, 2020; Gray, 1987; Kachniewska & Para, 2023). Traditional leadership theories and practices have predominantly emphasized masculine traits and behaviours, often overlooking the unique contributions and qualities that feminine leadership styles can bring to the table (Alam et al., 2023; Athanasopoulou et al., 2018; Johanson, 2008; Kim & Beehr, 2018). However, with the increasing representation of women in leadership positions, there has been a shift towards exploring feminine leadership styles' unique characteristics and effects (He et al., 2023; Kark, 2004; Kim & Beehr, 2018; Ullah et al., 2020). As a sector heavily reliant on interpersonal interactions and customer satisfaction, the hotel industry increasingly acknowledges the value of feminine leadership in creating a positive work environment and driving organizational success.

Feminine leadership is characterized by a focus on collaboration, relationship-building and fostering a supportive work environment. It emphasises nurturing and developing employees' talents, promoting work-life balance, and encouraging open communication. These qualities have positively impacted employee motivation, engagement, and job satisfaction (Amah, 2023; Anderson & Klofstad, 2012; Eagly & Chin, 2010; Liang, 2017; Nazir et al., 2020; Ng et al., 2008). In hotels where employees are responsible for delivering exceptional guest experiences, the influence of feminine leadership becomes particularly relevant (Anderson & Klofstad, 2012; Blake-Beard et al., 2020; Gray, 1987; Kachniewska & Para, 2023; Syed & Murray, 2008).

Eagly and Chin (2010) suggested that feminine leadership styles can contribute to higher employee satisfaction, stronger teamwork, and improved

service quality in hotel settings. They also found that there is a positive impact of feminine leadership on employee outcomes and organisational effectiveness. Studies have found that feminine leaders are associated with higher levels of employee satisfaction, commitment, and performance (Eagly et al., 2003; Johanson, 2008; Kachniewska & Para, 2023). Feminine leadership styles have also been linked to employee engagement, organisational citizenship behaviours, and reduced turnover intentions (Eisenbeiss et al., 2008; Johanson, 2008; Kachniewska & Para, 2023). Given the significant representation of women in the hotel industry workforce, understanding the implications of feminine leadership becomes even more crucial for creating an inclusive and supportive organisational culture.

Job crafting behaviour has emerged as an important concept in organizational behaviour research. It refers to employees' active efforts to shape and redefine their job roles to better align with their personal preferences, strengths, and motivations (Hetland et al., 2018; Lichtenthaler & Fischbach, 2018; Oprea et al., 2022; Wrzesniewski & Dutton, 2001). Employees can enhance their work experience, increase job satisfaction, and promote personal growth and development by engaging in job crafting. Job crafting behaviours include seeking resources, building relationships, and altering the tasks and boundaries of one's role (Eagly et al., 2003; Solberg & Wong, 2016; Weina et al., 2021; Wong et al., 2017). Extensive research has highlighted the positive outcomes of job crafting for employees and organisations (Afsar, Masood, et al., 2019; Hong et al., 2020).

Employees craft their jobs in various ways, such as seeking new challenges, developing new skills, altering task boundaries, or building

positive relationships with colleagues (Hashemiamin & Ramezani, 2022; Ka & Aboobaker, 2020; Kim & Ishikawa, 2021). By actively shaping their work experiences, employees experience greater autonomy, purpose, and fulfilment (Bakker et al., 2012; Wu et al., 2020). While previous research has examined the antecedents and outcomes of job crafting, the role of leadership in influencing employees' job crafting behaviours, particularly in the context of the hotel industry, remains relatively unexplored. Understanding the relationship between feminine leadership and job-crafting behaviour is essential for organizations to create environments that foster employee autonomy, engagement, and career satisfaction (Jacobsen, 2022; Liu et al., 2021; Peng & Chen, 2022).

Employee voice refers to the extent to which employees feel empowered to express their opinions, ideas, and concerns in the workplace (Gao & Jiang, 2019; Gao et al., 2011; Sulphey & Jasim, 2022). When employees perceive that their voices are heard and valued, they are more likely to engage in proactive behaviours, such as job crafting. On the other hand, job autonomy refers to the degree of independence and control employees have over their work processes and decision-making (Alsetoohy et al., 2022; Weston, 2008; Yagil & Oren, 2021). Higher levels of job autonomy enable employees to exercise discretion in shaping their job roles and responsibilities, thereby facilitating job-crafting behaviours (Brandmo et al., 2021; Hassi et al., 2022; Weston, 2008)).

The selection of employee voice and job autonomy as mediators in the relationship between feminine leadership and job crafting behavior is grounded in established theoretical frameworks such as the transformational

leadership theory, self-determination theory, and job characteristics model. Transformational leadership emphasizes empowering and inspiring followers, which aligns with the nurturing and collaborative attributes often associated with feminine leadership. Self-determination theory underscores the importance of autonomy and active engagement in work-related decisions, a concept congruent with the participative nature of feminine leadership. Additionally, the job characteristics model highlights the significance of job autonomy in fostering intrinsic motivation and proactive work behaviors. Considering these theoretical foundations, employee voice and job autonomy emerge as crucial mediators that can capture the essence of how feminine leadership influences employees' ability to proactively shape their roles. By investigating these specific mediators, the study aims to contribute nuanced insights into the mechanisms through which feminine leadership influences job crafting behaviors, enriching the existing literature and offering practical implications for organizational leadership and management strategies.

Considering the unique characteristics of the hotel industry, where employee-customer interactions are crucial, understanding the mediating roles of employee voice and job autonomy becomes particularly relevant (Chiang & Chen, 2021; Hashemiamin & Ramezani, 2022; Soomro et al., 2021). By investigating how feminine leadership influences employee voice and job autonomy, and subsequently impacts job crafting behaviour, this research aims to provide insights into creating a supportive and empowering work environment in the hotel industry (van Dorssen-Boog et al., 2020, 2022).

This study builds upon the growing interest in feminine leadership and its impact on organizational outcomes, specifically focusing on the hotel

5

industry (Blake-Beard et al., 2020; Kachniewska & Para, 2023). By exploring the mediating roles of employee voice and job autonomy, the research seeks to uncover the underlying mechanisms through which feminine leadership influences job-crafting behaviour. The study have implications for hotel industry leaders and managers, highlighting the importance of fostering feminine leadership qualities, promoting employee voice, and providing job autonomy to facilitate job crafting behaviours and enhance employee satisfaction and organizational performance.

Statement of Problem

The hotel industry relies on effective leadership to drive performance and ensure organizational success (Alsetoohy et al., 2022; Cheng et al., 2016; Cho et al., 2021; Lichtenthaler & Fischbach, 2018). Firstly, the study recognizes the need to explore the influence of feminine leadership in the hotel industry. While various leadership styles have been extensively studied, the role of feminine leadership traits and behaviours remains underexplored within this specific context (Anderson & Klofstad, 2012; Blake-Beard et al., 2020; Kachniewska & Para, 2023). Thus, studies have explored leadership styles such as empowering leadership, transformational leadership, and servant leadership (Alam et al., 2023; Jacobsen, 2022; Rehman et al., 2017; Ullah et al., 2020). However, there is a gap in research that focuses on how different leadership styles, including feminine leadership, influence specific aspects of job crafting such as task crafting, relational crafting, etc. among hotel industry employees (Jolly & Lee, 2021; Kim & Ishikawa, 2021; Song et al., 2022; Wang et al., 2019; Zhang & Inness, 2019). Understanding how embracing feminine leadership qualities can impact job-crafting behaviour is a crucial

6

managerial gap that this study seeks to address. By shedding light on the effects of feminine leadership, hotel managers can gain insights into how these leadership traits can contribute to a more proactive and engaged workforce (Johanson, 2008; Kim & Beehr, 2018; Rehman et al., 2017; Ullah et al., 2020).

The study also delves into the concept of employee voice and its role as a mediator in the relationship between feminine leadership and job crafting behavior. Effective communication and open channels for employee input are vital for organizational success (Cho et al., 2021; Eibl et al., 2020; Kim & Beehr, 2020; Svendsen et al., 2018). While the literature includes studies on employee voice and its relationship with leadership, there is a relative lack of research on job-crafting behavior within the context of the hotel industry in Ghana (Amah, 2023; Blake-Beard et al., 2020; Joseph & Shetty, 2022; Kachniewska & Para, 2023; Kao et al., 2022). The study aims to explore how feminine leadership can be promote by employee voice and create an environment where employees feel encouraged to express their opinions, ideas, and concerns (Amah & Oyetuunde, 2020; Eibl et al., 2020; Mulyana & Izzati, 2022; Salih & Salih, 2021; Ullah et al., 2020). Hotel managers often seek ways to improve employee engagement and motivation, and understand how feminine leadership influences employee voice can provide valuable managerial insights. By focusing on this aspect, the study addresses the need for improved communication and involvement of hotel staff (Cheng et al., 2022; Kim & Ishikawa, 2021; Mulyana & Izzati, 2022).

Job autonomy is seen as a potential mediator in the relationship between feminine leadership and job-crafting behaviour (Anand et al., 2012; Brandmo et al., 2021; Cho et al., 2021; van Dorssen-Boog et al., 2022).

Understanding how feminine leadership can empower employees by providing them with the autonomy to shape their own job roles is essential (Hassi et al., 2022; Jacobsen, 2022; Svendsen et al., 2018; van Dorssen-Boog et al., 2020). Most studies examine the direct relationship between leadership and employee outcomes, with some exploring mediating factors like job autonomy. Research on how feminine leadership affects job autonomy and job crafting in the specific setting of the hotel industry is needed because of the unique nature on the hotel industry. The study recognizes the gap related to enhancing job autonomy, which can lead to increased job satisfaction and motivation among hotel employees (Brusco et al., 2019; Lee & Kang, 2018).

Many of the studies reviewed have been conducted in Western or Asian contexts. Given the potential cultural differences in leadership perceptions, it would be valuable to conduct cross-cultural research comparing the effects of feminine leadership on job crafting in the hotel industry between Ghana and other regions (Amah, 2023; Jacobsen, 2022; Liang, 2017; Nazir et al., 2020). By exploring the relationship between feminine leadership and job crafting behaviour and examining the mediating roles of employee voice and job autonomy, this study seeks to contribute to the existing literature on effective leadership and employee behaviour in the hotel industry (Chiang & Chen, 2021; Eibl et al., 2020; Ruiz-Palomino et al., 2019; Salih & Salih, 2021).

Purpose of the Study

The study examines the relationship between feminine leadership and job crafting behaviour, as well as the mediating roles of employee voice and job autonomy.

Research Objectives

1. To assess the effect of feminine leadership on job-crafting behaviour among employees in the hotel industry in Sunyani, Bono Region, Ghana.

2. To evaluate how employee voice mediates the relationship between feminine leadership and job-crafting behaviour in the hotel industry in Sunyani, Bono Region, Ghana.

3. To examine how job autonomy mediates the relationship between feminine leadership and job-crafting behaviour in the hotel industry in Sunyani, Bono Region, Ghana.

Research Questions

1. What is the effect of feminine leadership on job-crafting behaviour among employees in the hotel industry in Sunyani, Bono Region, Ghana?

2. What is the mediating role of employee voice on the relationship between feminine leadership and job-crafting behaviour in the hotel industry in Sunyani, Bono Region, Ghana?

3. What is the mediating role of job autonomy on the relationship between feminine leadership and job-crafting behaviour in the hotel industry in Sunyani, Bono Region, Ghana?

Significance of the Study

The study's findings have direct implications for hotel industry professionals. Understanding the impact of feminine leadership on job crafting behaviour can guide managers in developing strategies that promote a positive work environment, enhance employee engagement, and foster proactive

9

behaviours. Recognising the mediating role of employee voice and job autonomy empowers employees, improves job satisfaction, and contributes to their overall well-being. Moreover, the study's insights can lead to improved organisational performance. By encouraging job crafting behaviours and providing opportunities for employee voice and job autonomy, hotels can enhance employee motivation, commitment, and productivity. This, in turn, can positively impact customer satisfaction and overall business success.

Delimitation

This study has notable delimitations that warrant consideration. Firstly, its geographic and industry-specific focus on Sunyani, in the Bono Region of Ghana, limits the generalizability of findings to other regions or countries with distinct cultural, economic, and social contexts. The exclusive concentration on the hotel industry further restricts the transferability of outcomes to different sectors, where variations in leadership styles and job crafting opportunities may necessitate separate investigations.

Additionally, the study's scope is confined to specific variables, including feminine leadership, job crafting behavior, employee voice, and job autonomy, excluding exploration of other potential influencing factors. Variables such as organizational culture, job satisfaction, and alternative leadership styles beyond feminine leadership remain beyond the study's investigative purview. While this focused approach allows for in-depth examination, it may not capture the entirety of leadership dynamics in the hotel industry, excluding considerations of other impactful leadership styles.

Furthermore, the choice of an explanatory research design with a positivist philosophy establishes cause-and-effect relationships but does not

delve deeply into subjective experiences, perceptions, or qualitative aspects of feminine leadership and job crafting behavior. The reliance on the PLS-SEM methodology with SmartPLS software, emphasizing a quantitative approach, adds another layer of delimitation by prioritizing statistical analysis over qualitative insights.

Limitations

A significant limitation of this study is its specificity to the hotel industry. The findings may not be readily generalizable to other sectors or industries due to the unique dynamics of leadership and job crafting behavior in different work environments. The reliance on self-reported data through structured research questionnaires introduces a potential source of bias and inaccuracy. Self-report data can be influenced by factors such as social desirability bias, where participants may provide responses that align with what they believe is expected or favorable. Additionally, respondents may have biases that affect their self-assessment, which could skew the results. Thus, the study's methodological approach may not capture the most objective and accurate account of participants' experiences and behaviors.

The study adopts a cross-sectional design, meaning that it captures data at a single point in time. While this approach can offer insights into the relationships between variables at that specific moment, it does not account for changes or developments over time. As a result, it may be challenging to establish causality or understand the dynamics of how feminine leadership impacts job crafting behavior over an extended period. Longitudinal or time-series data could provide a more comprehensive view of these relationships. The exclusive reliance on survey data introduces the potential for common

method bias, a phenomenon where the measurement method itself affects the observed relationships between variables. This bias can lead to inflated or spurious correlations. Researchers should be cautious when interpreting the findings, as common method bias could influence the study results and conclusions.

Organization of the Study

The following is the outline of the research: The study's background was presented in chapter one. It explains why the study is being conducted (Problem Statement), outlines the objectives, and emphasizes the research questions. Chapter Two will review the study's theoretical structure, and empirical and conceptual framework. Chapter Three will discuss the research methods, as well as the research design, research paradigm, research approach, definition and measurements of variables and data collection. The focus of this chapter is on how data is retrieved and gathered and the techniques that are utilized to obtain the data. Chapter four included a presentation of the findings as well as an analysis of the findings. Chapter Five will provide a summary of findings, conclusions, and recommendations for the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter of the research examines both the theoretical and empirical literature on examining the relationship between feminine leadership and job crafting behaviour, as well as the mediating roles of employee voice and job autonomy. This chapter begins by reviewing some generally recognized theories that are important to this study. This literature also covers relevant notions regarding the research topic and refers to some empirical investigations that have used these theories and concepts to aid researchers and other beneficiaries in better understanding it.

Theoretical Framework

The study underpins theories including transformational leadership theory, self-determination theory, and job characteristics model.

Transformational Leadership Theory

Transformational leadership, originating from the work of James V. Downton and further developed by James MacGregor Burns, posits that leaders can inspire and motivate followers by fostering a collective vision, stimulating intellectual growth, and encouraging individualized consideration. Built on the assumption that leaders can elevate followers' levels of commitment and performance through emotional and intellectual stimulation, transformational leadership aligns with the study's exploration of the impact of feminine leadership on job crafting behavior (Burns, 2004). Transformational leadership theory posits that leaders who exhibit transformational behaviours, which include being charismatic, inspirational, and supportive, can have a

13

positive impact on employee attitudes and behaviours (Duan et al., 2017; Rasheed et al., 2021; Walumbwa & Lawler, 2003; Wang et al., 2019; Zhang & Inness, 2019). Feminine leadership traits often align with transformational leadership qualities, such as empathy, collaboration, and consideration of individual needs (Afsar, Masood, et al., 2019; Afsar, Shahjehan, et al., 2019; Fiebig & Christopher, 2018; Kim & Ishikawa, 2021; Saman & Szeles, 2020). As feminine leaders foster a supportive and empowering work environment, employees are more likely to feel comfortable expressing their opinions and concerns through employee voice (Buttner, 2001; Kim & Ishikawa, 2021; Lee & Kang, 2018; Potnuru et al., 2023; Saman & Szeles, 2020).

Employee voice is the act of speaking up and sharing ideas, feedback, and concerns about work-related issues. When feminine leaders encourage employee voice, it can lead to increased job-crafting behaviour. By voicing their preferences and ideas, employees can take an active role in shaping their job roles and tasks, leading to greater job autonomy (Bindl & Parker, 2011; Khan, 2023; Lee & Kang, 2018; Malik, 2023; Saman & Szeles, 2020). The transformational leadership theory supports the notion that feminine leadership, through its supportive and empowering approach, can promote job-crafting behaviours by mediating through employee voice and job autonomy (Alwali, 2023; Lee & Kang, 2018; Potnuru et al., 2023; Saman & Szeles, 2020).

The study assumes that feminine leadership, characterized by traits like empathy and collaboration, shares commonalities with transformational leadership. It is anticipated that the supportive and empowering qualities associated with feminine leadership may align with the transformational

leadership style, ultimately influencing employees to engage in proactive adjustments to their work roles, known as job crafting. Therefore, by incorporating transformational leadership principles, the study aims to unravel the dynamics through which feminine leadership influences job crafting behaviors within the unique context of the hotel industry.

Self-Determination Theory (SDT)

The Self-Determination Theory (SDT), developed by Deci and Ryan in the 1980s, posits that individuals have innate psychological needs for autonomy, competence, and relatedness, and their well-being and motivation are contingent upon the fulfillment of these needs. The theory assumes that individuals are intrinsically motivated to pursue activities that satisfy these fundamental needs and that environments supporting autonomy and competence enhance motivation and overall well-being. Self-determination theory posits that individuals have innate psychological needs for autonomy, competence, and relatedness (Berdicchia & Masino, 2019; Brandmo et al., 2021; Eibl et al., 2020; Greguras & Diefendorff, 2009; M. Kim & Beehr, 2020; van Dorssen-Boog et al., 2020). When these needs are satisfied, individuals experience greater motivation and well-being. Feminine leadership, with its focus on relationship-building, empathy, and inclusion, can enhance employees' sense of relatedness and belongingness (Arnold et al., 2016; Berdicchia & Masino, 2019; M. Kim & Beehr, 2020; Roberts, 2017).

Job crafting behaviour is often driven by employees' desire to align their job tasks and roles with their personal values and goals (Berg et al., 2008; Brandmo et al., 2021; van Dorssen-Boog et al., 2020, 2022). Feminine leadership, by fostering a sense of relatedness and understanding employees'

15

individual needs, can facilitate job crafting by empowering employees to take ownership of their work and make decisions that satisfy their psychological needs for autonomy and competence (Botha & Steyn, 2023; Dardis et al., 2019; Hsiung, 2012; Rafique et al., 2023).

In the context of this study, SDT is applicable as it offers a theoretical lens to understand the role of feminine leadership in fostering autonomy and competence, particularly through the mediators of employee voice and job autonomy. By exploring how feminine leadership influences these aspects, the study aligns with the core tenets of SDT, unraveling the motivational dynamics underlying job crafting behaviors within the hotel industry.

Job Characteristics Theory

The core concept of the job characteristics theory of work design is centered around the notion that certain aspects of a job, like autonomy and feedback, have the potential to improve the psychological well-being of employees (Botha & Steyn, 2023; Hackman & Oldham, 1975; Hashemiamin & Ramezani, 2022; Mange et al., 2021). This, in turn, leads to a greater sense of responsibility and dedication to their work, fostering intrinsic motivation for enhanced individual and organizational performance (Alang et al., 2022; Cheng et al., 2022; Hackman & Oldham, 1975; Jacobsen, 2022; Wu et al., 2020). To improve work-life balance, a crucial factor may be a sense of job autonomy (Joseph & Shetty, 2022; Pattnaik & Sahoo, 2021; Sulphey & Jasim, 2022; Yukongdi & Lopa, 2017), which is defined as the extent to which individuals experience independence, discretion, and freedom in their daily work activities (Hackman & Oldham, 1976). The job characteristics theory (JCM) proposes that certain job characteristics can influence employee

motivation and job satisfaction (Arnold et al., 2016; Batchelor et al., 2014; Lichtenthaler & Fischbach, 2018; X. Liu et al., 2021; Zhang & Inness, 2019). These characteristics include skill variety, task identity, task significance, autonomy, and feedback. Feminine leadership can impact job-crafting behaviour by affecting some of these job characteristics (Alam et al., 2023; Batchelor et al., 2014; Duan et al., 2017; S. Kim et al., 2022; Laguerre, 2021; van Dorssen-Boog et al., 2022).

For instance, feminine leaders, through their supportive and empowering approach, may provide employees with more autonomy in how they perform their tasks and the opportunity to engage in a broader range of tasks (skill variety). By acknowledging the significance of employees' contributions and involving them in decision-making processes, feminine leaders may enhance employees' perception of the meaningfulness of their work(Anderson & Klofstad, 2012; Blake-Beard et al., 2020; Kachniewska & Para, 2023).

Moreover, feminine leaders may provide more feedback and recognition, which can contribute to employees' understanding of the outcomes of their efforts (feedback). These job characteristics, when positively influenced by feminine leadership, can foster job crafting behaviour by enabling employees to perceive their work as meaningful, fulfilling, and conducive to personal growth and development (Hetland et al., 2018; Hong et al., 2020; Mäkikangas et al., 2017; Tuan, 2022; Zakariya & Naqvi, 2022).

Conceptual Review

This section underpins and explains the variables; female leadership, job crafting, job autonomy and employee voice.

17

Feminine Leadership Style

Feminine leadership style refers to a leadership approach that incorporates qualities traditionally associated with femininity, such as empathy, collaboration, inclusivity, and emotional intelligence (Blake-Beard et al. 2020). It focuses on nurturing relationships, promoting teamwork, and creating a supportive and inclusive work environment (Afsar, et al., 2019; Kachniewska & Para, 2023; M. Kim & Beehr, 2020; Luu, 2021; Weina et al., 2021). Feminine leadership is characterized by a focus on employee well-being, open communication, and a willingness to listen to diverse perspectives. This style of leadership is not exclusive to women leaders but can be adopted by leaders of any gender who embrace these qualities (Afsar, et al., 2019; Billing & Alvesson, 2000; Luu, 2021; Malik, 2023). According toAnderson and Klofstad (2012); Kachniewska and Para (2023) , feminine leadership can have positive effects on employee satisfaction, engagement, and organizational performance.

In the hotel industry, feminine leaders encourage collaboration and teamwork, recognizing the collective efforts of their team in delivering excellent hospitality services (Blake-Beard et al., 2020; El-Said, 2014; Johanson, 2008; Kachniewska & Para, 2023). They invest in the development and growth of their employees, providing guidance and mentorship to help them reach their full potential. Inclusivity is a key aspect of feminine leadership in the hotel industry (Choi et al., 2016; Johanson, 2008; Kachniewska & Para, 2023). Leaders embrace diversity and create an inclusive environment where employees feel valued and respected, regardless of their background or gender (Blake-Beard et al., 2020; Kachniewska & Para,

18

2023; Morais et al., 2014). Feminine leaders in the hotel industry are visionary, inspiring their teams to work towards common goals with enthusiasm and dedication. They prioritize the well-being and success of their team members, recognizing that a positive and motivated workforce contributes to the hotel's overall success (Amah, 2023; Blake-Beard et al., 2020; Kachniewska & Para, 2023; Marinakou, 2012; Wang et al., 2019).

The essence of feminine leadership lies in emphasizing leadership's relational and nurturing aspects to promote a harmonious and high-performing team environment where everyone feels valued and respected. These leaders are visionary and inspire their teams to work towards a shared vision with enthusiasm and dedication (Afsar, et al., 2019; Marinakou, 2012; Nazir et al., 2020; Rasheed et al., 2021; Zhang & Inness, 2019). Feminine leadership is not limited to any gender, and both men and women can adopt these qualities to become effective leaders who prioritize the well-being and success of their team members (Billing & Alvesson, 2000; Liang, 2017; Ruiz-Palomino et al., 2019; Salih & Salih, 2021; Ullah et al., 2020).

Element of Feminine leadership

Elements of feminine leadership are discussed in the context of leadership traits and behaviors that are traditionally associated with women or are considered to be more empathetic, collaborative, and relationship-oriented. It's important to note that these traits are not exclusive to women, and leadership qualities can be exhibited by individuals regardless of gender.

Empathy

Empathy plays a pivotal role in interpersonal relationships, communication, and understanding. It is the ability to perceive and understand the emotions, feelings, and perspectives of others, and to respond with

19

sensitivity and compassion (Hall & Schwartz, 2019; S. Kim et al., 2022; X. Liu et al., 2021; Peng & Chen, 2022; Wu et al., 2020). Empathy involves cognitive and emotional dimensions, where individuals recognize what others are going through and experience an emotional resonance with their feelings (Cho et al., 2021; Decety & Jackson, 2004; Liu et al., 2020; Shakil et al., 2021; Sulphey & Jasim, 2022).

Empathy is often seen as a fundamental element of effective communication and is critical in building trust and rapport in personal and professional interactions (Anderson & Klofstad, 2012; Blake-Beard et al., 2020). When someone expresses empathy, it conveys a sense of being heard and understood, which can foster connection and solidarity. In the context of leadership, empathetic leaders are more likely to create supportive and positive work environments, where employees feel valued and understood (Anderson et al., 2014).

Empathy is not only about recognizing and sharing in the emotions of others but also about the ability to perspective-take. This means seeing a situation from someone else's point of view, an essential skill in conflict resolution and negotiation (Davis & Love, 2017; Galinsky & Moskowitz, 2000). It enables individuals to find common ground, reach compromises, and build cooperative relationships (Anderson & Klofstad, 2012; Kachniewska & Para, 2023). Moreover, empathy has the power to enhance prosocial behaviour. When people feel empathy for others, they are more inclined to engage in helping and supportive actions. This is significant in personal relationships and in a broader societal context, where empathy can motivate

20

individuals and communities to address social issues and help those in need (Batson, 2011).

Inclusivity

Inclusivity is fundamental in various aspects of society, including the workplace, education, and community engagement. It refers to the practice of ensuring that individuals of all backgrounds, identities, and abilities are welcomed, respected, and valued, with equal opportunities and access to resources and experiences (Alang et al., 2022; Jolly & Lee, 2021; Shakil et al., 2021). In the context of the workplace, inclusivity involves creating a work environment that embraces diversity, promotes equity, and fosters a sense of belonging for all employees (Shore et al., 2018). Inclusive workplaces actively seek to embrace diversity in all its forms, including race, gender, age, sexual orientation, disability, and more. This approach recognizes that everyone brings unique perspectives, skills, and experiences to the table (Boekhorst, 2015). These diverse viewpoints lead to more innovative problem-solving, increased creativity, and a richer exchange of ideas. Moreover, when employees feel valued and included, they are more likely to be engaged, motivated, and committed to their work (Dixon-Fyle et al., 2020).

The concept of inclusivity is particularly relevant in the modern workplace, as organizations recognize the benefits of diversity and aim to attract a broad range of talent. Inclusivity also aligns with legal and ethical considerations, as many countries have anti-discrimination laws and regulations in place to protect the rights of minority groups. Beyond compliance, inclusivity contributes to a positive organizational culture, improved employee well-being, and enhanced performance (Dixon-Fyle et al., 2020; Herring, 2009).

Adaptability

Adaptability is a crucial leadership element that involves the ability to adjust to changing circumstances and embrace new approaches when necessary. It is a quality that is highly valued in contemporary leadership across various industries, including the hotel sector. In feminine leadership, adaptability is an essential trait that complements other attributes like empathy, collaboration, and inclusivity (Northouse, 2016). One of the key aspects of adaptability is the willingness to accept change. Leaders who exhibit adaptability are open to new ideas, perspectives, and technologies. In the hotel industry, where trends and customer expectations can change rapidly, leaders who resist change risk falling behind. For instance, adapting to new technologies or guest preferences is critical for maintaining a competitive edge (Kasavana & Brooks, 2018).

Furthermore, adaptability extends to the capacity to pivot and make swift, well-informed decisions when unforeseen challenges arise. In the hotel sector, leaders must be ready to respond to unexpected events, such as natural disasters, economic downturns, or global health crises. Those who possess adaptability can guide their teams through crises, demonstrating resilience and maintaining operations (Madi Odeh et al., 2023). The ability to learn and grow is an integral part of adaptability. Leaders who prioritize self-improvement and encourage their team members to do the same are better equipped to navigate an evolving landscape. This is especially relevant in the hotel industry, where staff training and skill development are paramount for providing exceptional guest experiences (Hashimy et al, 2023).

Communication skills

Effective communication is a fundamental element of feminine leadership, and it plays a pivotal role in building trust, fostering understanding, and facilitating collaboration within a team (Boies et al., 2015). Feminine leaders excel in active listening, a skill that involves giving full attention to the speaker, understanding the message, and providing feedback to ensure that the message is received accurately (Clampitt, 2016). Active listening not only helps leaders comprehend the needs and concerns of their team members but also makes employees feel valued and heard (Husain, 2013). In the hotel industry, where guest satisfaction depends on responsive communication, this skill is invaluable.

Effective communication encompasses both verbal and non-verbal forms (Farzaliyeva, 2022). Feminine leaders are adept at using body language, facial expressions, and tone of voice to convey their messages authentically. They are also skilled at choosing their words carefully to ensure that their message is clear, respectful, and empathetic, especially in situations that require diplomacy or conflict resolution (Goleman, 2007). Providing constructive feedback and recognizing achievements are integral to feminine leadership (Ashford et al., 2003; Bălăceanu et al., 2021). Leaders in this style understand the power of positive reinforcement and how it can inspire employees to excel. Constructive feedback is delivered in a way that encourages growth and development rather than criticism (Wisniewski et al., 2020).

Job crafting

Job crafting is when employees proactively modify their roles, tasks, and interactions to align with their preferences, strengths, and values. It

23

involves employees making intentional changes to their work experiences to increase their job satisfaction, engagement, and overall well-being (Wrzesniewski & Dutton, 2001). In the context of the hotel industry, job crafting allows employees to tailor their roles to suit their individual talents and interests (Kooij et al. 2015). Hotel employees may seek opportunities to take on additional responsibilities or tasks that align with their strengths and passions, which can contribute to their overall job satisfaction They might also adjust their interactions with guests and colleagues to create a more positive and supportive work environment (Cheng & O-Yang, 2018). For example, a front desk receptionist in a hotel might take the initiative to engage in additional guest interactions or personalize the check-in process to make guests feel more welcomed and valued. A housekeeping staff member might find ways to improve their efficiency in room cleaning tasks or suggest changes in their workflow to enhance productivity and job satisfaction.

In the hotel industry, where employees often have direct interactions with guests and play a crucial role in providing exceptional customer service, job crafting can have a significant impact (Wrzesniewski et al., 2013) According to (Berg et al., 2008) when employees are given the autonomy and flexibility to craft their jobs to align with their strengths and passions, they are more likely to feel engaged and motivated, leading to higher job satisfaction, better guest experiences, and ultimately, improved organizational performance. It also empowers employees in the hotel industry to take ownership of their work experiences and create a more positive and fulfilling work environment for themselves and their guests (Block, 2016).

Employee voice

Employee voice refers to the active expression of ideas, opinions, suggestions, and concerns by employees within an organization (Aburumman et al., 2017). It is the willingness of employees to speak up and share their thoughts about work-related matters, such as organizational policies, procedures, work processes, and work environment. Employee voice is an essential aspect of a healthy and productive workplace, as it fosters open communication, empowers employees to participate in decision-making, and contributes to organizational improvement (Alfayad et al., 2017).

According to Afsar et al., (2019) in the hotel industry, employee voice is particularly important due to the nature of the work and the interactions with guests. Hotel employees, such as front desk staff, housekeeping, and restaurant personnel, have direct contact with guests and play a critical role in delivering high-quality customer service. When employees feel comfortable and encouraged to voice their ideas and concerns, they can provide valuable insights into enhancing guest experiences, improving service delivery, and addressing potential issues (Afsar, et al.). Employee voice in the hotel industry may manifest in various forms, such as sharing suggestions for process improvement, proposing innovative service ideas, providing feedback on customer interactions, and raising concerns about workplace conditions or policies. Employees who feel their voices are heard are more likely to be engaged, motivated, and committed to their work, leading to higher levels of job satisfaction and improved customer service (Afsar, et al.).

According to Wang et al. (2019), hotel managers and leaders play a crucial role in encouraging and facilitating employee voice. They can create a

25

supportive and inclusive culture where employees feel safe and confident in expressing their opinions without fear of retaliation. Listening to employee feedback and implementing constructive suggestions can foster a positive work environment and enhance employee morale (Wang et al.).

Job Autonomy

Job autonomy refers to the level of independence and control that employees have over their work tasks and decision-making processes (Hackman & Oldham, 1975; Shakil et al., 2021; van Dorssen-Boog et al., 2022; Wong et al., 2017). It involves the authority and freedom granted to individuals to make choices about how they approach and execute their job responsibilities (Gao & Jiang, 2019; Morgeson et al., 2005; Tummers et al., 2018; Yagil & Oren, 2021). Employees with high job autonomy have the flexibility to set their work schedules, prioritize tasks, and make decisions without constant supervision or rigid guidelines (Hong et al., 2020; K.-Y. Ng et al., 2008; Svendsen et al., 2018). When employees have a higher level of autonomy, they are more likely to feel empowered, take ownership of their work, and engage in job-crafting behaviours, such as seeking new challenges, developing new skills, and taking on additional responsibilities beyond their formal job roles. Job autonomy can also lead to increased job satisfaction and reduced burnout, as employees feel a sense of control and freedom in their work, which can contribute to their overall well-being (Hackman & Oldham, 1975; Spector, 1986).

In the hotel industry, job autonomy can manifest in various ways, such as giving employees the flexibility to make decisions about guest interactions, allowing them to adapt their service approach based on individual

guest needs, and encouraging them to take initiatives to enhance guest experiences (Spence Laschinger et al., 2001). When employees feel trusted and empowered to make decisions, they are more likely to demonstrate higher levels of commitment to their work and the organization as a whole (Spence Laschinger et al., 2001). However, it is essential to strike a balance with job autonomy in the hotel industry. While too much autonomy can lead to a lack of direction and coordination, too little autonomy can result in employees feeling micromanaged and demotivated (Hackman & Oldham, 1976). Therefore, finding the right level of autonomy that aligns with the hotel's goals and employee capabilities is crucial. Research has shown that job autonomy is positively related to employee job satisfaction, performance, and creativity in various industries (Amabile et al., 1994; Takeuchi et al., 2009). In the hotel industry specifically, a study by Takeuchi et al. (2009) found that higher levels of job autonomy were associated with increased job satisfaction and creativity among hotel employees. Another study by Spence Laschinger et al. (2001) demonstrated that nurse managers who provided their staff with higher levels of autonomy experienced greater job satisfaction and less emotional exhaustion among their nursing teams.

Overall, job autonomy plays a critical role in shaping employee attitudes and behaviours within the hotel industry. Empowering employees with reasonable autonomy can foster a sense of ownership and commitment to their work, leading to higher job satisfaction, motivation, and creativity.

Feminine leadership and job-crafting behaviour

Feminine leadership has emerged as a significant area of interest in organizational studies, seeking to understand the impact of gender differences

in leadership styles and behaviours (Eagly & Johnson, 1990; Lichtenthaler & Fischbach, 2018; Oprea et al., 2022). Traditional leadership theories have largely been based on male leadership norms, emphasizing assertiveness, decisiveness, and competitiveness (Hong et al., 2020; M. Kim & Beehr, 2018; Moran, 1992). The relationship between feminine leadership and job-crafting behaviour in the hotel industry is a topic that has gained increasing attention in organizational research (Berdicchia & Masino, 2019; Khalil et al., 2023; M. Kim & Beehr, 2020; Weina et al., 2021; Wong et al., 2017).

Feminine leadership, characterized by qualities such as empathy, collaboration, and support for employee development, has been recognized as an alternative leadership style that can positively impact employee outcomes (Cheng et al., 2016). Within the hotel industry, where guest satisfaction and service quality are critical, fostering a supportive and empowering work environment is essential. Feminine leadership's emphasis on creating a nurturing and inclusive atmosphere is believed to play a significant role in influencing employees' inclination to engage in job-crafting behaviours (Berdicchia & Masino, 2019; Khalil et al., 2023; Wong et al., 2017; Zakariya & Naqvi, 2022). Job crafting involves employees proactively modifying their tasks, responsibilities, and relationships at work to align with their strengths, interests, and preferences (Wrzesniewski & Dutton, 2001). By engaging in job crafting, hotel industry employees can enhance their job satisfaction, motivation, and overall well-being. Empirical evidence suggests that job crafting is associated with improved performance, higher job satisfaction, and a sense of meaningfulness at work (Tims et al., 2012; van Wingerden et al., 2017).

Feminine leadership's focus on employee development and well-being creates an environment where employees feel empowered to take the initiative in shaping their job roles to suit their preferences and strengths better. When employees feel supported and valued, they are more likely to proactively adapt their roles to capitalize on their strengths and contribute to the organization's success (van Wingerden et al., 2017). By fostering a culture of openness and trust, feminine leaders can encourage employees to explore new challenges, seek learning opportunities, and build relationships beyond their formal job roles (Bakker & Demerouti, 2017).

Furthermore, the nurturing and supportive nature of feminine leadership may mitigate the fear of negative consequences, such as role conflicts or work overload, that could hinder employees from engaging in job crafting (Tims et al., 2012). However, while there is theoretical support for the positive relationship between feminine leadership and job-crafting behaviour in the hotel industry, empirical research in this specific context remains limited. Studies exploring the direct impact of feminine leadership on job crafting within hotels are scarce (Berdicchia & Masino, 2019; Tuan, 2022; Wong et al., 2017; Zakariya & Naqvi, 2022). More research is needed to understand the nuanced dynamics of this relationship and to identify potential contextual factors that may influence the strength of the association.

The relationship between feminine leadership and job-crafting behaviour in the hotel industry holds promising potential. The supportive and nurturing qualities of feminine leaders may foster an environment that encourages employees to proactively shape their job roles to align with their

strengths and interests. By engaging in job crafting, hotel employees can experience increased job satisfaction, motivation, and overall well-being.

Employee voice mediates the relationship between feminine leadership and job-crafting behaviour

Employee voice refers to employees' ability and willingness to express their opinions, concerns, and suggestions in the workplace, contributing to decision-making processes and feeling valued (Van Dyne et al., 2003). Feminine leadership, characterized by nurturing, supportive, and collaborative qualities, has been recognized as an alternative leadership approach that can positively impact employee outcomes (Cheng et al., 2016). Research has shown that feminine leadership style fosters a supportive work environment (Claes, 1999), where employees feel comfortable and safe expressing their ideas and concerns.

In such an environment, employee voice becomes a crucial mechanism through which employees actively participate in shaping their job roles and tasks to align with their preferences and strengths (Berdicchia & Masino, 2019; Morrison, 2014; Tuan, 2022; Zakariya & Naqvi, 2022). By voicing their opinions and ideas, employees feel empowered and engaged in their work, which, in turn, facilitates job-crafting behaviours such as seeking new challenges, developing new skills, and building positive relationships beyond their formal job roles (Khalil et al., 2023; Morrison, 2014; Weina et al., 2021; Wong et al., 2017). Transformational leadership emphasizes empowering and inspiring followers, which aligns with the nurturing and collaborative attributes often associated with feminine leadership. Self-determination theory underscores the importance of autonomy and active engagement in work-

related decisions, a concept congruent with the participative nature of feminine leadership. Additionally, the job characteristics model highlights the significance of job autonomy in fostering intrinsic motivation and proactive work behaviors Thus, employee voice plays a mediating role between feminine leadership and job-crafting behaviour in the hotel industry. Feminine leadership style, with its focus on employee development, empathy, and support, creates an inclusive and nurturing work environment (Cheng et al., 2016). Thus, employees feel encouraged and valued, leading to a greater willingness to voice their ideas and concerns. As employees' voices are heard and considered, they feel a sense of ownership over their work, motivating them to proactively craft their job roles to align with their preferences and strengths (Kim & Beehr, 2018, 2020; Solberg & Wong, 2016; Van Dyne et al., 2003). The trusting and supportive relationship between feminine leaders and employees provides a safe space for expressing opinions and engaging in open communication, promoting a culture of employee voice (Claes, 1999).

Consequently, employee voice becomes a vital mechanism through which feminine leadership influences job-crafting behaviour in the hotel industry. Research on job crafting has highlighted its positive effects on job satisfaction, motivation, and well-being (Berdicchia & Masino, 2019; Khalil et al., 2023; Wong et al., 2017; Wrzesniewski & Dutton, 2001). Job crafting behaviours, such as seeking resources, building relationships, and adjusting tasks, enable employees to experience a sense of autonomy and control over their work environment. As employees engage in job crafting, they become more proactive and motivated in their roles, leading to increased job satisfaction and higher levels of commitment to the organization (Berdicchia

31

& Masino, 2019; Khalil et al., 2023; Wong et al., 2017; Zakariya & Naqvi, 2022).

As a mediator in the relationship between feminine leadership and job crafting, employee voice enables employees to influence and actively shape their job roles (Bai et al., 2019; Detert & Burris, 2007; Potnuru et al., 2023; Van Dyne et al., 2003). When employees' ideas and concerns are considered and implemented in decision-making processes, it reinforces their belief in the effectiveness of voicing their opinions. This positive reinforcement, coupled with the perceived psychological safety from negative consequences for speaking up, enhances employees' motivation to engage in job-crafting behaviours (Kim & Ishikawa, 2021; Liu et al., 2020; Qi & Ming-Xia, 2014; Vogel et al., 2016). Thus, employee voice serves as a catalyst that connects feminine leadership with job crafting, leading to positive outcomes for both employees and the hotel industry.

The relationship between employee voice, feminine leadership, and job-crafting behaviour in the hotel industry is a dynamic and interrelated process (J. Cheng et al., 2022; Jolly & Lee, 2021; Svendsen et al., 2018). Feminine leadership style, with its nurturing and supportive qualities, fosters a work environment where employee voice is encouraged and valued (Kim & Ishikawa, 2021; Liu et al., 2020; Qi & Ming-Xia, 2014). As employees actively voice their opinions and ideas, they become more engaged and motivated in their roles, leading to increased job-crafting behaviour. Employee voice serves as a critical mediator in this relationship, facilitating the connection between feminine leadership and job crafting, and ultimately contributing to enhanced job satisfaction, motivation, and well-being among

32

hotel industry employees (Cheng et al., 2022; Jolly & Lee, 2021; Salih & Salih, 2021; Svendsen et al., 2018; Y. Zhang et al., 2015).

Job autonomy mediates the relationship between feminine leadership and job-crafting behaviour

In recent years, there has been growing interest in understanding the impact of feminine leadership on various work-related outcomes (Anand et al., 2012; Brandmo et al., 2021; Ferris, 1983; Jain & Duggal, 2018; van Dorssen-Boog et al., 2022). Feminine leadership is characterized by a leadership style that emphasizes empathy, collaboration, and nurturing qualities (Gao & Jiang, 2019; Pattnaik & Sahoo, 2021; Tummers et al., 2018; Yagil & Oren, 2021). Studies have shown that feminine leadership can lead to positive outcomes such as improved employee satisfaction, organizational commitment, and job performance (Eagly et al., 2003; Eagly & Chin, 2010; Ho & Nesbit, 2014; Jacobsen, 2022; Kalshoven et al., 2013). However, the underlying mechanisms through which feminine leadership influences employee behaviour and attitudes remain relatively unexplored.

One significant area of interest in organizational behaviour research is job-crafting behaviour, which refers to the proactive efforts of employees to shape their job roles to better align with their preferences, strengths, and passions (Alam et al., 2023; Cho et al., 2021; Dhar, 2016; Mutalib & Abdul Ghani, 2013; Wang, 2010; Wrzesniewski & Dutton, 2001). Job-crafting has been associated with increased job satisfaction, engagement, and overall well-being (Berg et al., 2008; Ho & Nesbit, 2014; Jacobsen, 2022; Kalshoven et al., 2013; Mutalib & Abdul Ghani, 2013; Tims et al., 2012). Understanding the

factors that drive job-crafting behaviour is essential for organizations to enhance employee motivation and productivity.

Job autonomy, or the degree of control and independence an employee has over their work, is proposed as a potential transmission mechanism between feminine leadership and job-crafting behaviour. Feminine leadership styles are often associated with a more inclusive and participative decision-making approach, allowing employees to have a greater say in their job tasks and responsibilities (Cho et al., 2021; Eagly et al., 2003; Wang, 2010). This increased sense of involvement and empowerment may foster a work environment that encourages employees to actively shape their roles and responsibilities to fit their individual preferences and strengths.

When employees perceive their leaders as embodying feminine leadership traits, they may feel more trusted and valued, leading to higher levels of job autonomy (Hassi et al., 2022; Hong et al., 2020; Svendsen et al., 2018). Empowered by this sense of autonomy, employees may engage in job-crafting behaviours to customize their tasks, relationships, and cognitive aspects of their work (Alsetoohy et al., 2022; Elsetouhi et al., 2023; van Dorssen-Boog et al., 2020; Wrzesniewski & Dutton, 2001). For instance, employees might seek opportunities to take on additional responsibilities that align with their unique skills, or they may redefine job boundaries to accommodate their interests and passions.

Job autonomy can play a crucial role in facilitating job-crafting behaviours because it provides employees with the freedom and flexibility to make changes to their work environment without rigid constraints (Anand et al., 2012; Berg et al., 2008; Brandmo et al., 2021; Jain & Duggal, 2018; van

Dorssen-Boog et al., 2022). By enabling employees to exert control over their job roles, job autonomy allows them to create a more meaningful and fulfilling work experience, which in turn enhances their motivation and job satisfaction (Gao & Jiang, 2019; Pattnaik & Sahoo, 2021; Rehman et al., 2017; Tummers et al., 2018; Yagil & Oren, 2021).

The proposed mediating role of job autonomy in the relationship between feminine leadership and job-crafting behaviour holds practical implications for organizations (Dhar, 2016; Ho & Nesbit, 2014; Jacobsen, 2022; Mutalib & Abdul Ghani, 2013; Wang, 2010). Organizations that foster feminine leadership traits among their leaders may indirectly promote job-crafting behaviours among their employees by increasing their sense of autonomy (Hong et al., 2020; K.-Y. Ng et al., 2008; Svendsen et al., 2018). This, in turn, can lead to a more engaged and committed workforce, contributing to overall organizational success.

The literature suggests that feminine leadership may influence job-crafting behaviour through the mediating mechanism of job autonomy (Anand et al., 2012; Brandmo et al., 2021; van Dorssen-Boog et al., 2022). While research in this area is still relatively limited, understanding these underlying processes is crucial for organizations seeking to create a positive work environment that encourages proactive employee behaviours and fosters a sense of ownership over one's job tasks. Further empirical research is needed to validate this proposed transmission mechanism and explore the potential boundary conditions and practical implications of these findings.

Empirical Review

This section delves into the empirical review, focusing on feminine leadership's impact on job crafting behaviour in the context of the hotel industry. Feminine leadership, characterized by qualities like empathy and collaboration, is explored as a compelling area of investigation. The review examines the roles of employee voice and job autonomy as potential mediators in this relationship. Employee voice, involving active engagement in expressing concerns, and job autonomy, indicating independence in decision-making, are scrutinized. The review is crucial for understanding the interplay of feminine leadership, employee voice, job autonomy, and job crafting behaviour, drawing on empirical evidence to identify patterns, inconsistencies, and areas for further exploration.

Feminine leadership and Job-crafting behaviour

The hotel industry is a dynamic and service-oriented sector that heavily relies on the commitment and performance of its employees (Alsetoohy et al., 2022; Kachniewska & Para, 2023; Lin et al., 2021; Ruiz-Palomino et al., 2019). Effective leadership plays a crucial role in creating a conducive work environment that promotes employee satisfaction, engagement, and overall organisational success (Anderson & Klofstad, 2012; Nazir et al., 2020; Osborne & Hammoud, 2017; Wang, 2010; Wang & Cheng, 2010). In recent years, there has been a growing interest in understanding the impact of female leadership styles on employee outcomes in the hotel industry.

The concept of gender stereotypes in leadership style has been extensively studied. Traditionally, masculine leaders tend to prioritize organizational goals, while feminine leaders emphasize relationships and

36

people (Amah, 2023; Liang, 2017; Nazir et al., 2020; K.-Y. Ng et al., 2008; Wang & Cheng, 2010). Although some writers previously argued that there was insufficient evidence to conclude gender-based differences in leadership styles (Bartol et al., 2003; Moran, 1992), By critically analyzing a range of empirical studies, this review aims to unearth insights into whether and to what extent feminine leadership fosters job crafting behavior, ultimately contributing to the existing discourse on leadership and employee agency.

He et al. (2023) explores how leaders' AI symbolization influences employee job crafting behavior. It finds that leaders' AI symbolization positively correlates with employee change readiness and job crafting. The research also highlights the role of leaders in facilitating AI-related job crafting and offers insights for modern workplaces.

Mehboob et al. (2023) investigate how empowering leadership influences employees' support for organizational change. Data was collected through a cross-sectional survey, with 203 respondents forming the final sample. The survey encompassed various dimensions of empowering leadership and job crafting, alongside a one-dimensional assessment of hope and change supportive behaviour. The study employed PLS-SEM to analyse the proposed model and draw inferences. The study, conducted in a leading bank in Pakistan undergoing technological change, reveals that empowering leadership positively predicts employees' change supportive behaviour. This relationship is mediated by job crafting, as employees who experience empowering leadership tend to proactively shape their roles to align with change initiatives.

Weina et al. (2021) explored the factors and mechanisms influencing employees' daily job crafting behaviors, with a particular focus on leaders' emotion display. The research draws from the Emotion as Information theory and employs daily data from 105 employees in a Biological Industry Co., Ltd. located in China. The study uncovers several significant findings. Firstly, leaders' negative emotion display negatively predicts subordinates' state self-esteem. Lower state self-esteem, in turn, positively predicts daily job crafting. This suggests that leaders' negative emotion indirectly influences employees' daily job crafting through its impact on their state self-esteem. Secondly, the research reveals that leaders' negative emotion display positively predicts subordinates' epidemic motivation, which, in turn, is positively associated with job crafting. Therefore, leaders' negative emotions not only directly influence epidemic motivation but also indirectly impact job crafting through this motivation.

Wong et al. (2017) delves into the intriguing realm of job crafting, with a particular focus on the role of leaders in influencing employees' engagement in this proactive behavior. The study draws on role theory and suggests that the alignment of leader-subordinate autonomy expectations nurtures the perception among subordinates that their competences are effectively employed in their roles. This perception, termed competence mobilization, subsequently encourages employees to engage in job crafting. The research employs a two-stage field study involving 145 leader-subordinate dyads, using cross-level polynomial regression and response surface analysis to investigate the (in) congruence hypotheses. Additionally, the study examines the mediating role of perceived competence mobilization and the moderating

influence of leader coalitions on the relationship between competence mobilization and job crafting.

Berdicchia and Masino (2019) delves into the dynamic interplay between supervisory styles, job crafting, self-competence, and work performance. The primary aim of this study is to investigate how different supervisory styles influence job crafting and how job crafting, in turn, affects self-competence and performance. Data for this research were collected from 162 employees in a large manufacturing company, providing valuable insights into the relationships between leadership, proactive role shaping, self-competence, and performance. The study reveals that supervisory styles, such as "promotive" and "restrictive," have varying effects on job crafting. Promote supervisors promote employee autonomy and proactive role design, while restrictive supervisors hinder it. Job crafting behaviors also impact self-competence and performance, with some positively affecting self-competence and performance, while others negatively affect it.

Lichtenthaler and Fischbach (2018) investigate the relationship between leadership and job crafting behaviors, focusing on their impact on employee health and performance. It hypothesizes that promotion-focused and prevention-focused behaviors are interconnected, with promotion-focused behaviors positively affecting employee health and performance. Conversely, prevention-focused behaviors negatively affect health and performance. The research found that leaders who prioritize employee growth and well-being are more likely to foster promotion-focused behaviors. The study also found that promotion-focused job crafting has the strongest positive impact on adaptive performance, followed by proactive performance and task performance.

Zakariya and Naqvi (2022) investigates leader-instigated task conflict, a unique aspect of conflict management, and its impact on employee job crafting behaviors. Data from 247 marketing team employees in Pakistan was analyzed using multilevel structural equation modeling. The research found that conflict positively influences promotion-focused job crafting, while negatively affects prevention-focused job crafting. Employee attributions play a crucial role in mediating these effects. The study emphasizes the importance of leaders shaping constructive attributions to promote constructive behavioral responses in employees.

Hetland et al (2018) explores the relationship between daily transformational leadership and employee job crafting, focusing on the moderating role of promotion focus. Transformational leaders inspire followers to take ownership of their work and align tasks with performance enhancement. The research, involving 107 Norwegian employees, supports the hypothesis that transformational leadership positively influences job crafting behavior. The study also highlights the moderating effect of promotion focus, driven by growth and development needs. The findings suggest that transformational leaders can encourage job crafting activities to increase structural and social resources, creating a more favorable work environment.

Solberg and Wong (2016) using a Norwegian manufacturing firm found that perceived role overload negatively impacts job crafting behavior. Employees' perceived adaptivity and leaders' need for structure were found to be moderating factors. The study found that high perceived adaptivity does not necessarily increase job crafting in role overload situations. The relationship between perceived role overload and job crafting becomes positive when

40

certain conditions are met, with high perceived adaptivity and low need for structure.

In a separate study, Van Woerkom and Meyers, (2015) explored the impact of a strengths-based psychological climate on job performance. They found that feminine leadership, known for prioritizing employee development and well-being, can encourage employees to leverage their strengths. This, in turn, fosters a culture where employees are more inclined to proactively adapt their roles to capitalize on their strengths through job crafting.

Employee voice mediates the relationship between feminine leadership and job-crafting behaviour

Innovation in the hotel industry is significantly influenced by the valuable insights and recommendations of employees responsible for delivering hospitality services to guests (Ottenbacher & Gnoth, 2005). Employees, being at the forefront of interactions, possess valuable ideas, feedback, and information that may not be apparent to managers and executives (Morrison, 2011). This practice is known as employee voice, which involves expressing opinions and challenging the status quo with the aim of making improvements (Van Dyne & LePine, 1998). Employee voice includes proactive, discretionary actions and prosocial behaviours, dependent on employees' belief in the effectiveness of voicing their opinions and their perception of safety from negative consequences for speaking up (Morrison, 2014; Raub, 2018). However, research suggests that silence is the default behaviour among employees, indicating that many refrains from voicing their opinions, even when they have something to contribute (Morrison, 2014).

41

Managers and organizations should foster a supportive workplace culture by encouraging employee voice behavior. This encourages open communication, fostering a sense of psychological safety. This empowers employees to actively participate in job crafting, reinforcing their commitment to the process.

Feminine leadership, employee voice, and job-crafting behavior in the hotel industry improve job satisfaction, motivation, and well-being. Research shows employee voice leads to improved performance ratings and individual employee outcomes (Detert & Burris, 2007b; Mackenzie et al., 2011).

Employee voice holds significant importance for hospitality scholars and practitioners as it has been linked to essential outcomes, including employee performance, creativity, and job satisfaction (Ng & Pine, 2003; Raub, 2018). It is seen as an effort to challenge and improve the organizational status quo positively, aiming to enhance organizational functioning, service delivery, and employee or customer experience (Raub, 2018).Within the hotel industry, female leadership can play a crucial role in encouraging employee voice, especially for women employees. Employee voice enables women to communicate their unique needs, interests, and aspirations related to job crafting. By sharing their perspectives, women can actively participate in decisions that affect their roles and tasks, collaborating with female leaders to shape their jobs to align with their skills and interests (Druskat, 1994). Moreover, employee voice serves as a bridge between female leaders and frontline employees, allowing women's experiences and insights to be heard and considered in decision-making processes (Druskat, 1994).

Female leadership, combined with employee voice, empowers women to overcome challenges and actively shape their job roles through job crafting. By creating a supportive and inclusive environment, female leaders enable women to thrive and contribute their unique skills, perspectives, and ideas to the success of the organization (Randel et al., 2018). The mediating role of employee voice is particularly important in the hotel industry, where gender biases and limited opportunities for women persist. Female leaders, by valuing and encouraging employee voice, challenge existing gender biases and work towards dismantling barriers that hinder women's career advancement.

The study conducted by Rasheed et al. (2021) aims to investigate the impact of transformational leadership on product and process innovation in SMEs and explores the role of employee voice as a mediating mechanism in this relationship. Data for this study were collected from 169 SMEs in Pakistan, utilizing an online self-administered questionnaire. The research hypotheses were tested through PLS-SEM. The study affirms that transformational leadership has a significant positive effect on both product and process innovation in SMEs. Transformational leaders, through their inspirational and motivating leadership style, play a pivotal role in fostering an innovative environment within SMEs. Employee voice behavior emerges as a mediating mechanism in the relationship between transformational leadership and innovation. Transformational leaders encourage and empower employees to express their thoughts and suggestions, which, in turn, facilitates innovation in both products and processes.

The study by Dedahanov et al. (2016) focuses on examining the influence of paternalistic leadership styles on employee creativity, with a

43

specific emphasis on how employee voice mediates this relationship. The research data were collected from 387 highly skilled employees in the Republic of Korea, and structured equation modeling was employed to analyze the data. The research findings indicate that authoritarian leadership style has a negative impact on employee voice. This reduced employee voice, in turn, negatively affects creativity. This implies that in an environment characterized by authoritarian leadership, where employees may be less likely to express their ideas, creativity is hampered. The study did not find a direct relationship between benevolent leadership and creativity. However, it does not rule out the possibility of an indirect effect mediated by employee voice. Moral leadership style was found to facilitate creativity, and this relationship is mediated by employee voice. Moral leaders encourage employees to express their thoughts and ideas, leading to enhanced creativity within the organization.

The study conducted by Bai et al. (2019) introduces a theoretical model that investigates the impact of ethical leadership on employee voice from a multi-level social learning perspective. It comprises both individual-level and team-level mechanisms, emphasizing the importance of the interaction between leader behaviors and organizational context. Data were collected from 47 managers and 211 subordinates in China, and the theoretical model was empirically tested. At an individual level, ethical leaders act as prototypes of moral persons or ethical role models for their subordinates. Employees who perceive their leaders as ethical role models are more likely to engage in employee voice behaviors. This suggests that ethical leadership influences employee voice through the process of social learning, where

44

leaders set a moral example. At a team level, team ethical leadership contributes to the creation of an ethical climate within the team. An ethical climate is characterized by shared values and norms related to ethical behavior. Within such a climate, employees are more likely to express their opinions openly and engage in employee voice behaviors.

Elsetouhi et al (2023) examines the impact of participative leadership on employee innovative behavior in small and medium-sized enterprises (SMEs) in the tourism sector. Data from 547 Egyptian travel agents was collected. Results showed that participative leadership significantly influences employees' voice behavior, leading to increased voice behavior and innovation. Job autonomy moderated the relationship between participative leadership and both employee voice behavior and innovative behavior. High levels of job autonomy pronounced the positive impact of participative leadership.

Liang et al. (2017) study investigates the relationship between transformational leadership and employee voice behaviour within the context of the hospitality industry. The study also delves into the mediating role of relational identification and work engagement in this relationship. This study employed structural equation modelling to analyse data gathered from the survey responses of 251 employees working in the Taiwanese hospitality industry. The research reveals that transformational leadership has a significant positive relationship with employee voice behavior. This suggests that when leaders exhibit transformational leadership qualities, employees are more inclined to engage in voice behavior within the workplace. The study uncovers that both relational identification and work engagement act as

sequential mediators in the relationship between transformational leadership and employee voice behavior. In other words, transformational leadership influences relational identification, which, in turn, influences work engagement, and finally, work engagement positively influences employee voice behavior.

Job autonomy mediates the relationship between feminine leadership and job-crafting behaviour

Job autonomy plays a crucial role in fostering employees' self-esteem and enables organizations to eliminate bureaucratic obstacles that hinder employees' creativity. Various aspects of job autonomy can be observed in organizations, encompassing factors such as work methods, schedules, pace, procedures, workspace, evaluation, hours, types and amount of work, goals, priorities, and criteria (de Jonge, 1996). Sub-divisions of job autonomy in many organizations include telecommuting (Onyemaechi et al., 2018), flexible working hours (Beckmann, 2015; Kattenbach et al., 2010), and job sharing (Ivancevich & Konopaske, 2013).

Findings from a study by Ramamoorthy et al., (2005) revealed that workplace autonomy had both a direct and indirect impact on the feelings of creative individuals, leading them to feel obligated to utilize their innate talent to innovate. Women in the hotel industry often face challenges such as gender bias, limited career opportunities, and a lack of representation in higher-level positions. However, when feminine leaders are present, they can create a supportive climate that values employees' autonomy and encourages them to take ownership of their work.

Yagil and Oren (2021) presents a moderation-mediation model that explores the relationship between servant leadership, employee engagement, and its impact on job performance and lateness in the context of 50 bank departments. The study specifically examines how proactivity and job autonomy moderate the mediating effects of engagement on these employee outcomes. The study establishes that the association between servant leadership and work engagement is more pronounced for employees with lower levels of proactivity and job autonomy. This finding indicates that servant leadership may be particularly beneficial for employees who do not naturally exhibit high proactivity and for those with limited job autonomy. The paper identifies that proactivity moderates the mediating effect of engagement on the relationship between servant leadership and both job performance and lateness. This suggests that proactivity plays a pivotal role in determining how engagement influences the outcomes of job performance and lateness. Furthermore, the research highlights that job autonomy moderates the mediating effect of engagement, particularly in the relationship between servant leadership and lateness.

Hassi et al. (2022) conducted research to investigate the influence of empowering leadership, organizational climate for initiative, and job autonomy on stimulating innovative work behaviour (IWB) within the context of small and medium enterprises (SMEs) in Morocco. The study utilizes structural equation modelling and Bayesian estimation to analyse the mediating role of the organizational climate for initiative and job autonomy in the relationship between empowering leadership and IWB. Data was collected from CEOs, middle managers, and non-managerial employees of 444

47

Moroccan SMEs. The research establishes that empowering leadership is a vital precursor for IWB. Employees who perceive their leaders as empowering are more likely to exhibit innovative work behavior. This emphasizes the significant role of leadership in fostering innovation within SMEs. The study identifies that the organizational climate for initiative and job autonomy act as mediators in the relationship between empowering leadership and IWB. Specifically, an empowering leadership style not only directly influences IWB but also indirectly affects IWB by shaping the organizational climate for initiative and providing employees with greater job autonomy.

The research conducted by Pattnaik and Sahoo (2021) aimed to examine the relationship between transformational leadership, organizational citizenship behavior (OCB), job autonomy, and supportive management. Additionally, it explored the mediating role of job autonomy and supportive management in the relationship between transformational leadership and OCB. The study collected primary data through a survey of employees working in various business organizations in India. A total of 422 valid responses were analysed using structural equation modelling, including confirmatory factor analysis to assess the measurement model. Transformational leadership was found to have a direct and positive impact on OCB. This underscores the importance of leadership in shaping employees' citizenship behaviors within organizations. The research also indicated that transformational leadership directly and positively influences both job autonomy and supportive management. This suggests that transformational leaders are more likely to encourage employees to have autonomy and provide supportive management. Job autonomy and supportive management were

identified as mediating variables in the relationship between transformational leadership and OCB. These two factors not only directly influenced OCB but also partially mediated the relationship between transformational leadership and OCB.

The study conducted by Khan (2023) in New Delhi, India, proposed a parallel mediation model to understand how transformational leadership affects teacher work performance. The model identified job autonomy and trust in the school principal as the underlying mechanisms. The study found that transformational leadership positively impacts teacher work performance, with trust in the principal acting as a mediator. Job autonomy also plays a role, with increased autonomy leading to improved work performance. The findings support the proposed model.

The study conducted by Jain and Duggal (2018) aimed to investigate the interplay of transformational leadership, job autonomy, organizational commitment, and emotional intelligence in the context of information technology industries in India. Specifically, the study explored the mediating role of job autonomy (JA) in the relationship between transformational leadership (TL) and organizational commitment (OC). It also examined the moderating effect of emotional intelligence (EI) on the relationship between JA and OC. Data for the study were collected from respondents in information technology industries across India, utilizing a convenience sampling method. The study revealed that transformational leadership had a positive influence on employees' organizational commitment. This indicates that when leaders exhibit transformational leadership qualities, it tends to enhance employees' commitment to the organization. Job autonomy was found to mediate the

relationship between transformational leadership and organizational commitment. In other words, transformational leadership positively affects job autonomy, which, in turn, enhances employees' commitment to the organization. The research further demonstrated that emotional intelligence played a moderating role in the relationship between job autonomy and organizational commitment. Specifically, high levels of emotional intelligence strengthened the positive relationship between job autonomy and organizational commitment.

The study by Jain and Duggal (2018) aimed to investigate the complex relationships between transformational leadership (TL), job autonomy (JA), emotional intelligence (EI), and organizational commitment (OC) in the context of the information technology industry in India. Specifically, the research focused on examining the mediating role of job autonomy in the association between transformational leadership and organizational commitment. Additionally, it explored the moderating influence of emotional intelligence on the relationship between job autonomy and organizational commitment.

Data for the study was collected from respondents employed in information technology industries across India using a convenience sampling method. The research revealed a positive and significant relationship between transformational leadership and organizational commitment. This suggests that employees are more committed to their organizations when they perceive their leaders as exhibiting transformational leadership characteristics. Job autonomy was identified as a mediator in the relationship between transformational leadership and organizational commitment. In other words, transformational

50

leadership has a positive impact on job autonomy, which, in turn, influences employees' organizational commitment. The study found that emotional intelligence plays a moderating role in the relationship between job autonomy and organizational commitment. Specifically, higher levels of emotional intelligence strengthened the positive relationship between job autonomy and organizational commitment. This implies that employees with high emotional intelligence benefit more from job autonomy in terms of their commitment to the organization.

The study by Cho et al. (2021) aims to advance our understanding of humble leadership and its impact on employee job performance. In particular, the research focuses on how humble leadership, characterized by employee-centric behaviors, influences employee behaviors, and the role of feeling trusted and job autonomy in this relationship. Drawing on social exchange theory, the study hypothesizes that humble leadership behaviors enhance feelings of being trusted by one's supervisor, which, in turn, positively influences employee task performance and organizational citizenship behavior (OCB). The study utilized both experimental vignette data and three-wave survey data collected from 233 employees and their supervisors in a large Chinese internet company. The research demonstrated that humble leadership behaviors by supervisors have a significant positive effect on employees' feelings of being trusted by their supervisors. This suggests that leaders who exhibit humility and employee-centric behaviors are more likely to instill trust in their employees. The study found that employees who feel trusted by their supervisors exhibit enhanced task performance and organizational citizenship behavior. In other words, feeling trusted positively influences employee job

performance. The research also examined the moderating role of employee job autonomy. The results showed that the interaction between humble leadership and job autonomy affects employees' perceptions of feeling trusted. Employees with higher levels of job autonomy are more likely to appraise feeling trusted when their leaders display humble behaviors.

Gaps Identified

Feminine Leadership and Job-Crafting Behavior

In pursuit of the first objective, it becomes evident that there is a significant gap in the existing literature regarding the impact of feminine leadership on job-crafting behavior, especially within the specific context of the hotel industry in Sunyani, Ghana (Anderson & Klofstad, 2012; Berdicchia & Masino, 2019; Blake-Beard et al., 2020; Gray, 1987; Hetland et al., 2018; Johanson, 2008; Kachniewska & Para, 2023; Khalil et al., 2023; Kim & Beehr, 2020; Solberg & Wong, 2016; Tuan, 2022; Weina et al., 2021; Wong et al., 2017; Zakariya & Naqvi, 2022). The studies covered various leadership styles, such as transformational, servant, and ethical leadership, but there is a notable absence of research that delves into feminine leadership. Understanding how feminine leadership styles, which may possess unique characteristics and behaviors, relate to and influence employee job crafting is crucial. This is particularly relevant when considering the potential gender-related nuances in leadership dynamics and how they affect employees' proactive shaping of their roles to meet both personal and organizational needs.

Evaluating Employee Voice as a Mediator

Regarding the second objective, which focuses on assessing how employee voice mediates the relationship between feminine leadership and job-crafting behavior, there is a lack of research that explicitly explores this mediation process (Bai et al., 2019; Chan, 2014; Detert & Burris, 2007; Duan et al., 2017; Gao & Jiang, 2019; Naghian & Soltani, 2017; Potnuru et al., 2023; Rafique et al., 2023; Salih & Salih, 2021; Wen & Chi, 2023; Zhang & Inness, 2019). While the studies offer insights into leadership styles and employee outcomes, there is limited investigation into the intermediary role played by employee voice in the context of feminine leadership. Specifically, how feminine leaders' encouragement of employee voice influences and potentially facilitates job crafting remains an understudied area, particularly in the unique cultural and organizational setting of the Sunyani hotel industry.

Examining Job Autonomy as a Mediator

In the pursuit of the third objective, which is to examine how job autonomy mediates the relationship between feminine leadership and job-crafting behavior, there is a need for research that bridges the gap between leadership styles, employee autonomy, and job crafting. (Anand et al., 2012; Brandmo et al., 2021; Ferris, 1983; Gao & Jiang, 2019; Jain & Duggal, 2018; Liu et al., 2021; Pattnaik & Sahoo, 2021; Rehman et al., 2017; Shakil et al., 2021; Tummers et al., 2018; van Dorssen-Boog et al., 2022; Wong et al., 2017; Yagil & Oren, 2021) The studies allude to the mediating role of job autonomy but do not specifically explore how it operates within the context of feminine leadership. Investigating whether job autonomy, often a key factor in employee job crafting, is influenced differently by feminine leadership within

53

the hotel industry in Sunyani, Ghana, is crucial. Additionally, this research should consider the potential cultural and regional factors that might impact the effectiveness of feminine leadership in encouraging job crafting behavior among employees in the local hotel industry.

In summary, addressing these identified gaps is essential for the comprehensive understanding of the dynamics between feminine leadership, employee voice, job autonomy, and job-crafting behavior within the unique cultural and organizational context of the hotel industry in Sunyani, Ghana. By conducting empirical research that focuses on these areas, this study aims to contribute valuable insights to both the theoretical knowledge of leadership and the practical applications in the local hotel industry.

Conceptual Framework

The variables of interest for the research process are kept organized by a conceptual framework, which serves as a road map or guide. (Wolf & De Groot, 2020). The conceptual framework for this study aims to provide a structured foundation for investigating the relationships between feminine leadership, job-crafting behaviour, employee voice, and job autonomy within the context of the hotel industry in Sunyani, Ghana. This framework incorporates the three main research objectives to assess the effect of feminine leadership on job-crafting behaviour, evaluate the mediating role of employee voice, and examine how job autonomy acts as a mediator. The conceptual framework reflects the study's objectives. Figure 1 below presents the study's conceptual framework.
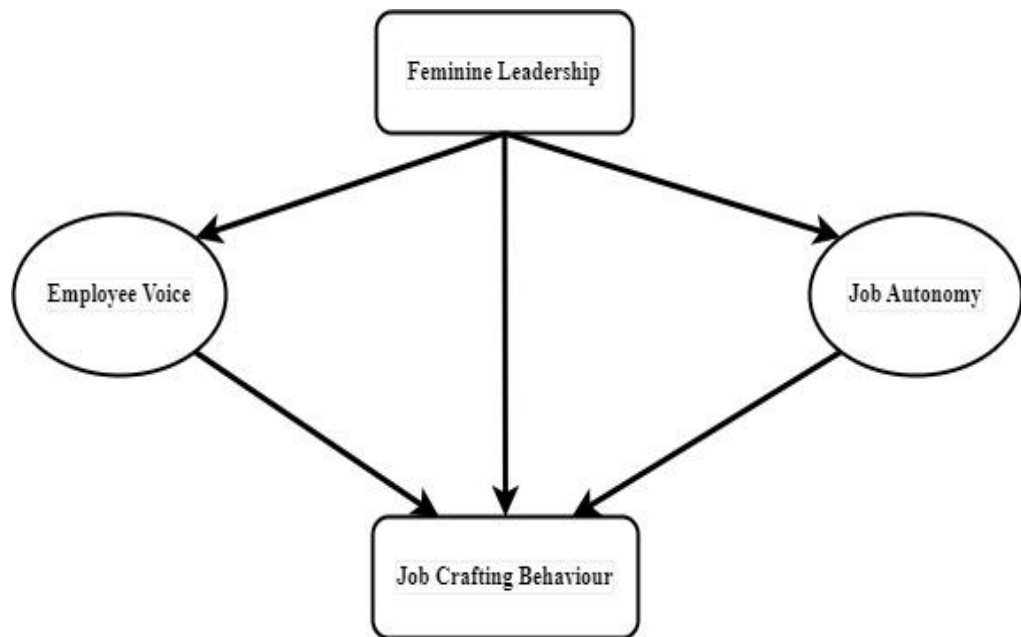
Figure 1: Conceptual Framework

At the core of the framework is the independent variable, "Feminine Leadership." This variable represents leadership styles that are traditionally associated with feminine characteristics, such as empathy, collaboration, and communication. Feminine leadership is the focal point of the study and directly influences both job-crafting behavior and the mediating variables. Job-crafting behavior is the primary dependent variable. It encompasses the proactive actions of employees to redesign and customize their work roles to align better with their needs and preferences. Job crafting consists of various dimensions, including task crafting, relational crafting, and cognitive crafting. This variable is directly influenced by feminine leadership.

Employee voice is a mediating variable in the framework. It represents the act of employees expressing their opinions, concerns, and suggestions within the organizational context. Employee voice is expected to mediate the relationship between feminine leadership and job-crafting behavior. It reflects the influence of feminine leadership on employees' willingness and ability to shape their jobs. Job autonomy also serves as the mediating variable in the

framework. It refers to the extent to which employees have the independence and discretion to make decisions related to their work tasks. Job autonomy is expected to mediate the relationship between feminine leadership and job-crafting behavior. It signifies the empowerment provided by feminine leaders, enabling employees to redesign their roles.

The conceptual framework shows that feminine leadership influences job-crafting behavior among employees in the Sunyani hotel industry. Also, feminine leadership is expected to influence employee voice, which, in turn, affects job-crafting behavior. Similarly, feminine leadership is anticipated to impact job autonomy, which, in turn, influences job-crafting behavior. This conceptual framework provides a structured basis for investigating the intricate relationships between feminine leadership, job-crafting behavior, employee voice, and job autonomy in the hotel industry in Sunyani, Ghana. It outlines the expected direct and indirect effects while considering cultural and contextual factors that are pertinent to this specific research context.

Chapter Summary

Chapter Two provides a comprehensive overview of the existing literature related to feminine leadership, employee job crafting, employee voice, and job autonomy within the hotel industry. It identifies key research gaps and sets the stage for the empirical investigation of how feminine leadership influences job-crafting behavior, with the mediating roles of employee voice and job autonomy in the hotel industry in Sunyani, Ghana.

CHAPTER THREE

RESEARCH METHODS

Introduction

The chapter outlines the various research designs and approaches employed in examining the effect of feminine leadership and job crafting behaviour, as well as the mediating roles of employee voice and job autonomy. The chapter also discusses sample size and techniques to select the appropriate sample to represent the entire population. The data collection instrument, data sources, data collection techniques and procedures, data analysis and processing, and ethical issues considered are outlined in this chapter.

Research Philosophy

The study adopts a positivist research paradigm, emphasizing quantitative methods like surveys and experiments to understand human behavior and social phenomena (Leong, 2014). Comte (1975) believed that knowledge should be based on observable facts and data rather than abstract concepts or subjective interpretations. Positivism, rooted in works of Comte, (1975), who sought to uncover universal laws through empirical evidence and objective observation. The approach prioritizes value neutrality, aiming for researcher detachment to enhance reliability and validity (Burton-Jones & Lee, 2017; Leong, 2014). Positivism has contributed significantly to various disciplines, enabling systematic exploration of human behavior and societal dynamics (Antwi & Hamza, 2015). While traditionally associated with quantitative research, scholars argue its applicability to qualitative methods like case study analysis. Critics, such as Braithwaite (1993) contend that positivism's exclusive focus on measurable variables may oversimplify

57

complex social phenomena, potentially neglecting qualitative aspects and undermining validity. Additionally, challenges arise in establishing universal laws in diverse and multicultural societies, considering the influence of cultural variations and contextual factors.

Research Approach

The research approach is fundamental to any study, guiding the methods and procedures employed to investigate a particular research question or problem. Research may take a quantitative approach, a qualitative approach or a mixed approach based on their objectives and the nature of the data collected (Creswell, 2014). Qualitative research involves exploring subjective experiences and meanings through interviews and content analysis (Flick, 2022), while quantitative research relies on numerical data and statistical analysis to establish patterns and relationships (Creswell & Creswell, 2017). Additionally, mixed methods research combines qualitative and quantitative approaches to comprehensively understand a phenomenon (Johnson & Onwuegbuzie, 2007). However, the study employed the quantitative research approach.

The choice of a quantitative study was prudent as its emphasis on objective characterizes it numerical data suitable for investigating phenomena that can be measured precisely (Creswell & Creswell, 2017). The quantitative approach also establishes relationships, patterns, and statistical associations with data. The study aims to investigate the relationship between feminine leadership and job crafting behaviour, hence the need for quantitative research. Quantitative research allows for a high degree of control and standardization, which is crucial when researchers want to minimize bias and ensure the

reliability of their findings (Creswell, 2014). Researchers collect data consistently across participants or conditions by employing structured surveys, experiments, or observational methods, reducing the potential for subjective interpretations.

Additionally, generalising findings to a larger population is a key advantage of quantitative research (Bloomfield & Fisher, 2019). Researchers make inferences about a broader population based on their sample data by employing appropriate sampling techniques and statistical tests (Creswell & Creswell, 2017; McCusker & Gunaydin, 2015; Mugenda & Mugenda, 2003; Queirós et al., 2017). This generalizability is vital in informing policy decisions, as it allows researchers to draw conclusions that extend beyond their specific study sample.

Nonetheless, the quantitative research approach is tagged with issues related to data collection, such as non-response bias, measurement error, and sampling error, which affects the quality and generalisation of findings (Queirós et al., 2017). Also, per Hoe and Hoare, (2012), establishing causality is sometimes difficult due to the observational nature of many quantitative studies, making it crucial to address confounding variables. However, to mitigate the issue of measurement error and sampling error, the study adopted instruments that were already tested in past studies.

Research Design

A research design is the 'procedure for collecting, analysing, interpreting and reporting data in research studies' (Creswell & Creswell, 2017). It is the plan for connecting the conceptual research problems with the pertinent (and achievable) empirical research. In other words, the research

59

design sets the procedure for the required data, the methods to be applied to collect and analyse this data, and how all of this will answer the research question (Grey, 2014). As explained by (Robson, 2002), there are three possible forms of research design: exploratory, descriptive, and explanatory. The research design employed was the explanatory research design.

The explanatory research design helps examine and understand the cause-effect relationship between variables/constructs (Sreejesh et al., 2014). This design aims to provide explanations for observed phenomena, primarily by investigating how one or more independent variables influence or cause changes in dependent variables. Explanatory research is particularly concerned with establishing causal relationships between variables. Researchers aim to determine whether changes in one variable can be attributed to changes in another. This involves identifying independent variables (potential causes) and dependent variables (outcomes) and examining how changes in the independent variable(s) lead to changes in the dependent variable(s) (Rahi, 2017). In explanatory research, researchers typically want to understand cause and effect among variables in the study. These guide the research process, allowing researchers to test and evaluate the proposed causal connections systematically.

Study Area

Sunyani is the primary location of the study, situated in the Bono Region of Ghana. Hotels in Sunyani is the main target of the study. Sunyani is located in the central part of Ghana, within the Bono Region. It is the regional capital and serves as an essential urban centre in the region. Geographically, Sunyani is situated approximately 400 kilometres (about 250 miles) north of

60

Accra, the capital city of Ghana. The town's central location makes it a vital hub for economic, cultural, and administrative activities within the Bono Region. Sunyani is a significant urban area within the Bono Region, known for its diverse economic activities, educational institutions, and cultural heritage. The town's importance extends beyond its urban status, as it plays a crucial role in the overall development of the region. The Bono Region itself is one of the newly created regions in Ghana, making it an interesting and evolving area for research.

Sunyani exhibits the characteristics of a bustling urban centre, with a mix of residential, commercial, and industrial zones. It boasts various amenities and services, including hotels, educational institutions, healthcare facilities, and local markets. The economy of Sunyani is driven by a range of economic activities, including agriculture, trade, and services. The hotel industry is a notable sector, contributing to the town's economic vibrancy. Sunyani is home to several educational institutions, both at the basic and tertiary levels. This makes it a hub for academic and research-related activities. Additionally, the town has a rich cultural heritage, with various cultural festivals and events celebrated throughout the year. As the capital of the Bono Region, Sunyani serves as the administrative and political centre of the region. It houses regional government offices, providing a unique context for understanding leadership, employee behaviour, and organizational dynamics in the local context.

The geographical location of Sunyani in the Bono Region of Ghana is pivotal to this research study. It provides a distinct context for investigating the impact of feminine leadership on job-crafting behaviour in the hotel

industry. The specific regional characteristics and cultural aspects of Sunyani, in combination with its urban dynamics, make it an ideal setting for understanding how leadership styles, employee voice, and job autonomy influence employee behaviour in a unique cultural and organizational context. According to Ghana Tourism Authority (2023) data, there are a total of 85 registered hotels located in the Sunyani municipality. All these Hotels were included in the study.

Population

Population is the entire group of individuals, objects, or events that share common characteristics (Weeks, 2020). The study focuses on a specific location, Sunyani, in the Bono Region of Ghana, which serves as the primary study area where hotels were selected. Sunyani is a prominent city in Ghana and a significant economic hub in the Bono Region. This location was selected for the research due to its vibrant hotel industry, providing an ideal setting to examine the influence of feminine leadership on job crafting behaviour among employees. As a regional capital, Sunyani attracts tourists, making its hotel industry a vital part of the local economy.

The choice of Sunyani as the study area offers several advantages. First, it allows for a concentrated investigation into a specific context, which can provide valuable insights into the unique dynamics of the hotel industry in this region. Second, Sunyani's accessibility to researchers makes data collection and participant engagement more feasible. Researchers can establish a strong local presence and build relationships with participants.

Sunyani's cultural and regional characteristics also contribute to its significance as a study area. The Bono Region is known for its rich cultural

62

heritage, and understanding how feminine leadership practices align with local cultural norms and values is a crucial aspect of the research. The local context may introduce distinctive elements into the leadership-employee relationship that warrant exploration.

Furthermore, the selection of Sunyani as the study area enables researchers to interact with a diverse group of hotel employees, including those from various backgrounds, age groups, and employment statuses. This diversity aligns with the research objectives of examining the influence of feminine leadership on job crafting behaviours, employee voice, and job autonomy, as different background characteristics can influence these dynamics.

However, it is important to acknowledge that the study's focus on Sunyani does have some limitations. Findings may not be entirely generalizable to other regions or countries, as local contexts and cultural norms can vary significantly. Additionally, factors such as employee turnover within the local hotel industry and the presence of seasonal or temporary staff may affect the stability of the accessible population, requiring careful consideration in the research design. The estimated size of the population includes all employees in 85 hotels with the hotel industry in Sunyani. The study's population is unknown due to factors such as variations in hotel sizes, staffing structures, and dynamic workforce conditions, making it challenging to provide an exact figure however, it consists of all employees working in the hotel industry in Sunyani in the Bono Region of Ghana.

63

Sample and Sampling Techniques

A sample refers to a subset of a population selected to represent the entire population (Acharya et al., 2013). Sampling is a crucial aspect of a study as it allows researchers to make inferences about a population without having to study every single member of that population (Thompson, 2012). The study utilized a sample size of 385 employee from the 85 hotels, which was selected to satisfy the minimum sample size requirement of 385 for a large yet unspecified population. The determination of this minimum sample size was based on the formula proposed by (Cochran, 1977), as highlighted in a recent study conducted by (Adam, 2020) as

$$n = \frac{Z_{a/2}^2 * p * q}{e^2} \dots\dots\dots\dots Eqn \ (1)$$

Where

n - is the size of the sample,

e - represents the maximum tolerable error from estimation, which is set at 5% (i.e., 0.05

p - signifies the population proportion

q - is the statistical chance of a failure and is equivalent to $(1 - p)$

Z - is the arithmetic parameter contingent on the level of confidence, which is specified as 95% (expressed as $1 - e$)

The study employed convenience sampling which is a widely employed method in research that involves selecting study participants based on their accessibility and availability. It serves as a practical and cost-effective way to collect data, especially when dealing with large or diverse populations. The study employed respondents who are readily at hand, making data collection more efficient. Convenience sampling, despite its limitations, plays

a valuable role in research. Its practicality, efficiency, and cost-effectiveness make it a suitable choice for study. Although stratified random sampling could have been much better.

Data Collection Instrument

The study collected data from the respondents using self-structured closed-ended questionnaires. Self-structured closed-ended questionnaires typically consist of a series of questions, each followed by a list of response options. This instrument helps facilitate standardized data collection, making it easier to analyse and compare data (Rowley, 2014). A set of predetermined response options for each item measured on a 5-point Likert scale was provided. These options were mutually exclusive, and respondents could choose only one response.

Questionnaires are efficient for data collection, as respondents can quickly choose from predetermined response options. This format also reduces the potential for misinterpretation, as the questions and response categories are standardized (Rahi, 2017). Furthermore, closed-ended questions make analysing and quantifying responses easier, allowing statistical analysis and comparisons between different groups or variables (Farooq, 2018). However, may not capture the full complexity of respondents' opinions or experiences, as they restrict answers to predefined categories. Additionally, poorly designed instruments can lead to measurement errors or response errors. (Cohen 2017).

The questionnaire was developed in five sections (Sections A – E). Section A provided questions on the personal data of the respondents, Section B measured Feminine leadership (R. C. Anderson & Klofstad, 2012; Blake-Beard et al., 2020; Kachniewska & Para, 2023), Section C measured Job

Crafting Behaviour (Slemp & Vella-Brodrick, 2013), Section D measured Employee Voice (Eibl et al., 2020; S. Kim et al., 2022; Y. Kim et al., 2023; T.-L. Liang et al., 2017; Wu et al., 2020), and Section E measured the Job Autonomy of the respondents (Anand et al., 2012; Brandmo et al., 2021; Jain & Duggal, 2018; Tummers et al., 2018; van Dorssen-Boog et al., 2022). The items in the construct were measured using a five (5) – point Likert scale. With "5" representing the strongest agreement with a statement and "1" representing the strongest disagreement.

Data Collection Procedure

The study utilized a quantitative method for data collection (Rahi, 2017; Siedlecki, 2020). The researcher manually administered questionnaires to ensure clarity of instructions and uniformity in data collection across respondents (Mugenda & Mugenda, 2019). The respondents had a total of 15 to 20 minutes to complete the questionnaire before it was collected. The respondents were offered the choice of participating willingly in the survey or not. Prior to data collection, ethical protocols were followed, including informed consent from participants, confidentiality assurances, and adherence to ethical guidelines to protect the rights and privacy of respondents (Bresz et al., 2017; Rahi, 2017). The consent of the responders was sought, and they were assured that the data would be kept secret. The research was able to get specific responses from the respondents because of the closed-ended questions.

Data Analysis and Processing

Data analysis is a crucial phase in the research process, transforming collected data into meaningful insights and conclusions (Wickham &

Wickham, 2016). It involves systematically examining, interpreting, and organizing data to answer research questions and draw valid conclusions.

Data collected from respondents were coded into Microsoft Excel and cleaned to ensure data serenity. The data was then processed using the statistical software for social sciences (SPSS version 27) and SmartPLS version 4 software. The study employed descriptive statistics (frequencies and percentages to analyse the personal data of the respondents, whereas the specific research objectives were analysed using the partial least squares structural equation modelling (PLS-SEM).

PLS-SEM

Several techniques have been identified by scholars in identifying causal relationship between constructs and the PLS-SEM is one of such techniques. PLS-SEM is a versatile statistical method widely employed in social sciences, management, and other fields to investigate intricate relationships among latent and observed variables (J. F. Hair, Risher, et al., 2019). PLS-SEM is particularly advantageous when researchers aim to explore complex relationships or when their data does not adhere to the assumptions of covariance-based structural equation modelling (CB-SEM). Unlike CB-SEM, which is primarily concerned with modelling the covariances among observed variables, PLS-SEM centres on latent variables – constructs that are not directly measurable but are inferred from observed indicators (Hair, Risher, et al., 2019).

PLS-SEM is in two components – measurement model and structural model. The measurement model evaluates the quality of the observed indicators in measuring the underlying latent variables (Hair, Risher, et al.,

2019). This assessment involves estimating the loadings, which represent the correlations between the latent variables and their indicators and examining the reliability and validity of the measurement model. The structural model in PLS-SEM examines the relationships between latent variables and allows researchers to investigate complex causal pathways (Hair, Risher, et al., 2019).

The adoption of PLS-SEM in examining the causal relationship between the variables was rooted in it's ability to handle small sample sizes, non-normally distributed data, and models with numerous variables and intricate relationships (Hair, Risher, et al., 2019). Additionally, PLS-SEM is well-suited for predictive modelling because it focuses on explaining variance in dependent variables. Researchers appreciate its iterative approach to model development, which allows for refinement as more data or insights become available. Moreover, PLS-SEM accommodates formative measurement models, where latent variables are constructed from their indicators, a feature not supported by CB-SEM. Nonetheless, It can be sensitive to outliers, and researchers must address their potential influence on results (Hair, Risher, et al., 2019). Unlike CB-SEM, which emphasizes overall model fit, PLS-SEM places less emphasis on this aspect, making it challenging to assess model goodness of fit.

Mediation Analysis

Mediation analysis is a statistical method used in research to explore the underlying mechanisms through which one variable (the independent variable) affects another variable (the dependent variable) through the inclusion of a third variable known as the mediator (Baron & Kenny, 1986). The mediator variable helps us understand how and why the independent

variable influences the dependent variable, shedding light on the causal pathway. Mediation analysis is particularly valuable when researchers aim to elucidate the process by which an effect occurs rather than merely establishing a direct relationship. Hair et al. (2017) laid down a systematic mediator analysis process in PLS-SEM, to solve the misemployment of Baron and Kenny's procedure in the PLS-SEM field (Nitzl, Roldan & Cepeda, 2016; Carrión, Nitzl & Roldán, 2017). Mediation can be full, partial or no mediation (Hair et al. 2021).

In the context of the study, full mediation occurs when the relationship between the independent variable (e.g., feminine leadership) and the dependent variable (e.g., job crafting behavior) is entirely explained by the proposed mediator (e.g., employee voice or job autonomy). In other words, the mediator accounts for the entire association between the independent and dependent variables, leaving no direct effect. This implies that without the mediator, the impact of the independent variable on the dependent variable would be non-existent. Full mediation suggests a complete causal pathway through the mediator, providing insights into the specific mechanisms at play.

Partial mediation, on the other hand, signifies that the mediator only partially explains the relationship between the independent and dependent variables. In this scenario, even when accounting for the mediator, there remains a direct effect between the independent and dependent variables. The mediator elucidates a portion of the relationship, leaving room for unexplained variance. Partial mediation suggests that while the proposed mediator plays a significant role, other factors or pathways may also contribute to the observed association between the independent and dependent variables.

No mediation occurs when the proposed mediator does not account for the relationship between the independent and dependent variables. In this case, the direct effect between the independent and dependent variables remains significant, and the mediator does not play a significant role in explaining or altering this relationship. No mediation may suggest that the hypothesized mediator is not a crucial factor in understanding the association between the independent and dependent variables, prompting further exploration of alternative mechanisms or variables influencing the observed relationship.

Validity and Reliability

Validity and reliability are fundamental concepts in research methodology, essential for ensuring the credibility and trustworthiness of research findings (Trochim & Donnelly, 2007). Validity, in the context of research, refers to the degree to which a study accurately measures the intended constructs or phenomena. Several types of validity exist, including content, construct, criterion, and face (Trochim & Donnelly, 2007). Content validity focuses on the comprehensiveness of the research instrument in representing all relevant aspects of the phenomenon under investigation. Construct validity assesses whether the instrument accurately measures the theoretical construct it aims to capture, often using techniques like factor analysis and validity testing (Clark & Watson, 2019; Yusoff et al., 2020). Criterion validity involves comparing research outcomes with established criteria or gold standards to gauge predictive or correlational accuracy. Face validity, while less rigorous, evaluates whether the research instrument appears to measure what it claims. The data collection instrument already tested for validity were adopted for this study to ensure solid foundation for

the study findings. Also, the Heterotrait-Monotrait ratio discussed in the subsequent chapter was employed to test the discriminant validity of the construct.

Reliability, conversely, pertains to the consistency and stability of research results over time, across different conditions, or among different observers or coders (Drost, 2011; Trochim & Donnelly, 2007). Researchers commonly assess reliability through various means, such as internal consistency, test-retest reliability, and inter-rater reliability. Internal consistency reliability measures the degree of consistency among items within a research instrument, often calculated using Cronbach's alpha (Brown, 2002; Cronbach, 1951). Test-retest reliability evaluates the stability of research results over time by comparing measurements taken at two different time points. This is particularly relevant when assessing the consistency of measurements over time. Inter-rater reliability comes into play when multiple observers or coders are collecting data. It assesses the extent to which different raters or observers produce consistent results.

Ethical Considerations

Anonymity

The study ensured that no personal data collected from respondents did not include any information that may reveal the identity of the respondents. The respondents were assured that no sensitive information or opinion will be in the public domain hence were encouraged to share their opinions without fear of reprisal or exposure.

Informed Consent

Before the data collection, introductory letters were sent to the Human Resource heads of the various hotels to seek permission to conduct the research in their organisation. They were made aware that the exercise was purely for educational purposes. Once the organisations granted approval, the instruments were handed over to the various respondents and made aware that the exercise was voluntary; however, they were encouraged to take part.

Chapter Summary

The quantitative and explanatory research design employed the study in examining the relationship between feminine leadership, job crafting behaviours, and the mediation roles of employee voice and job autonomy. The study also utilized a sample of 385 respondents, from which inferences will be drawn to represent the entire population. Data for the study was collected using self-structured closed-ended questionnaires and was further analysed using SPSS version 27 and SmartPLS version 4.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The chapter presents and discusses the results from analysing the data collected from respondents. The first section discusses the demographic characteristics of the respondents; the second section presents and discusses the results of the specific objectives.

Response Rate

Table 1: Response Rate

	Number of Questionnaires	Percentage (%)
Not Returned	42	10.09
Returned	343	89.91
Total	**385**	**100**

Source: Field Data (2023)

A total of three hundred and eighty-five questionnaires were distributed to about 85 hotels in Sunyani in the Bono Region of Ghana. However, not all were completed and returned. A total of three hundred and forty-three questionnaires were completed out of the 385, representing a response rate of 89.91%. A survey response rate of 50% or higher according to (Holton & Burnett, 2005) is considered excellent in most circumstances.

Demographic Results

The section presents the demographic details of the respondents used in the Study. The results are presented in Table 2.

Table 2: Personal Information of Respondents

	Frequency (N)	Percentage (%)
Gender		
Female	171	49.9%
Male	172	50.1%
Total	**343**	**100%**
Marital Status		
Married	131	38.2%
Single	212	61.8%
Total	**343**	**100%**
Employment Status		
Contract	93	27.1%
Outsourced	9	2.6%
Permanent	241	70.3%
Total	**343**	**100%**
Educational Level		
First Degree	140	40.9%
HND	107	31.2%
Postgraduate Degree	24	7.0%
Professional certificates	10	2.9%
SHS	62	18.1%
Total	**343**	**100%**
Type of Hotel		
1-star	24	6.9%
2-star	14	4.1%
3-Star	217	63.3%
4-star	15	4.4%
5-star	7	2.1%
Budget	21	6.1%
Guest House	45	13.1%
Total	**343**	**100%**

Source: Field Data (2023)

Table 2 illustrates a balanced gender distribution among hotel workers, with 171(49.9%) female and 172(50.1%) males. This distribution suggests that the hotel industry is not significantly skewed regarding gender, which is a positive reflection of diversity and equal opportunities within the workforce. A relatively equal representation of both genders in the industry helps ensure a broader range of perspectives and skills, contributing to a more well-rounded

and inclusive work environment (Alhassan et al., 2023; Amissah et al., 2016; Ayimey et al., 2018; Mensah & Blankson, 2013).

When examining marital status, Table 2 indicated that 61.8% of hotel workers were single, while 38.2% were married. This suggests a predominantly single workforce, which could be due to the nature of the hotel industry, where employees may choose to focus on their careers before starting families. The balance between single and married employees is essential for workforce planning, as it affects factors such as scheduling and benefits.

Most hotel workers (70.3%) have permanent employment status, while 27.1% were on contract, and only 2.6% were outsourced. This distribution points to a largely stable workforce, which is crucial for the hotel industry to maintain consistent service quality. The significant percentage of permanent employees may indicate that the industry prioritizes retaining experienced staff to provide a higher level of service. The presence of contract workers may reflect seasonal or temporary needs within the industry, especially.

Regarding educational qualifications, 40.9% of hotel workers hold a first degree, while 31.2% have a Higher National Diploma (HND). These figures suggest a well-educated workforce, which can positively impact the quality of service and the potential for career growth within the industry. The presence of 18.1% of workers with only a senior high school (SHS) education demonstrates inclusivity by providing opportunities for individuals with various educational backgrounds to work in the hotel sector.

The distribution of hotel workers across different types of hotels is also interesting. A significant percentage (63.3%) work in 3-star hotels, while 13.1% are employed in guest houses. This likely reflects the varying sizes and

niches within the hotel industry, with 3-star hotels being the most common. The diversity of hotel types, including 1-star to 5-star hotels and budget options, indicates a well-rounded and competitive hospitality sector.

Table 3: Descriptive Statistics of Age and Year of Experience of Respondents

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
AGE	343	17	50	26.95	5.890	.861	.132	.641	.263
YRS_EXPERIENCE	343	1	20	3.38	2.509	3.217	.132	15.084	.263
Valid N (listwise)	343								

Source: Field Data (2023)

Table 3 provides a summary of the data for two variables: The age of respondents and their years of experience. For the "AGE" variable, we have a sample of 343 individuals. The minimum recorded age is 17 years, while the maximum is 50 years. The mean age of the sample is 26.95 years, indicating the average age of the hotel workers. The average mean age suggests that most of the workforce is relatively young, though there are individuals with various age groups. The standard deviation of 5.890 suggests that the ages are relatively spread out from the mean. A positive skewness value of 0.861 indicates that the age distribution is slightly skewed to the right, meaning there may be a few older individuals in the sample. The kurtosis value of 0.641 indicates that the distribution is platykurtic, which means it has lighter tails and is less peaked than a normal distribution.

The minimum years of experience was 1 year, and the maximum was 20 years. The mean years of experience for hotel workers in the sample was 3.38 years. The standard deviation of 2.509 indicates that there is a moderate amount of variation in years of experience. The skewness value of 3.217 was positive, indicating a right-skewed distribution, meaning there may be a few individuals with significantly more years of experience. The high kurtosis value of 15.084 suggests that the distribution of years of experience is very leptokurtic. It has heavy tails and is more peaked than a normal distribution, indicating a concentration of individuals with lower experience and a few outliers with very high experience.

Presentation of PLS SEM Results

This section presents the main results of the study.

Item Loadings

All items that loaded well (above 0.700) were included in the construct expect the ones whose inclusion did not affect the content validity of the study. Nonetheless, several items that loaded below 0.400 were removed from the constructs since their inclusion did not significantly improve the Composite Reliability and Average Variance Extracted (AVE). A graphical representation of the study model is presented in figure 1 below.
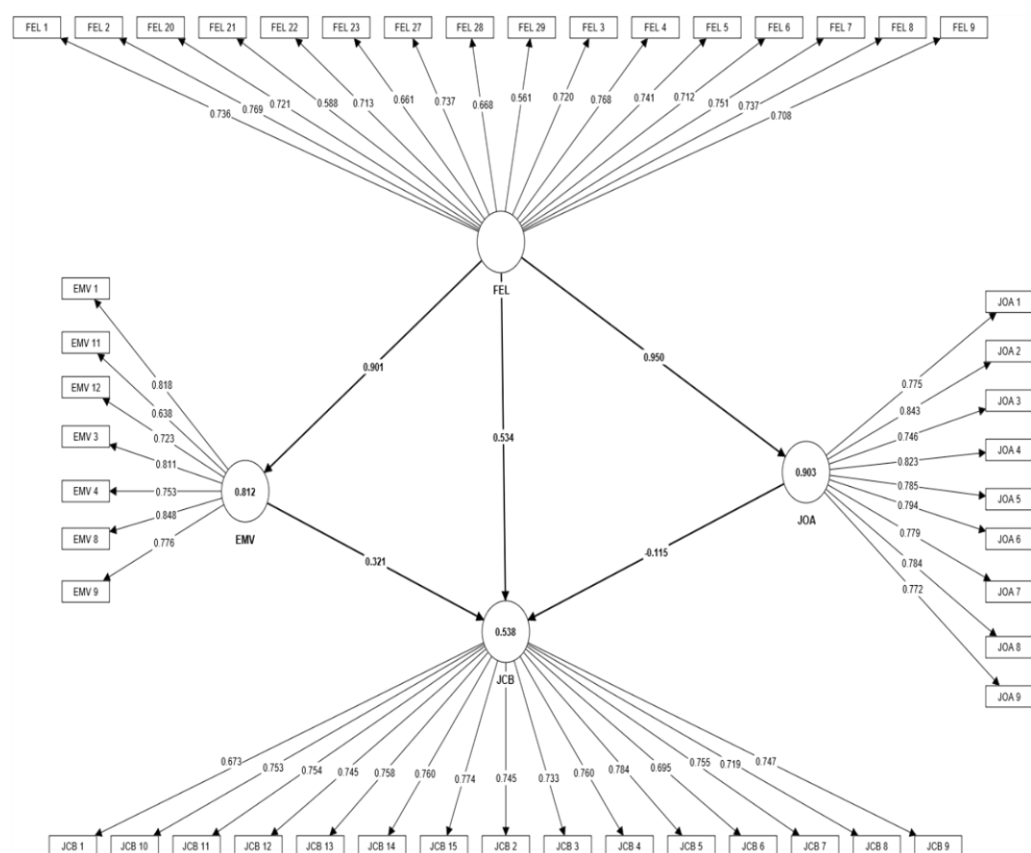

Figure 2: Item Loading

Model Measurement

Table 4 presents a structural assessment of the variables regarding validity and Reliability. Table 4 presents the factor loadings, the Variance Inflation Factor (VIF), Cronbach Alpha (CA), Composite Reliability and the Average Variance Explained (AVE). Factor loadings are the coefficients that

represent the strength and direction of the relationship between the observed variables (items or questions in a survey) and the latent factors being extracted. Factor loading over .70 is recommended (Hair, et al., 2016; Hair et al., 2012, 2013, 2020; Hair, Sarstedt, et al., 2019). The following items such as EMV11, FEL21, FEL 23, FEL 28, FEL 29, JCB1 and JCB 6 loaded below 0.70 but were not removed. Hair et al (2021) posited that researchers should thoroughly assess the impact of removing indicators on reliability and validity measures. Indicators with loadings between 0.40 and 0.708 should be considered for removal only if doing so improves internal consistency reliability or convergent validity beyond the suggested threshold. The decision to delete an indicator should also consider its effect on content validity, ensuring a comprehensive representation of the construct. Indicators with very low loadings (below 0.40) should always be eliminated from the measurement model according to Hair et al (2021).

Table 4: Assessment of Structural model

	Factor Loadings	VIF	CA	CR (rho_a)	CR (rho_c)	(AVE)
Employee Voice (EMV)			0.883	0.888	0.910	0.592
EMV 1	0.818	2.447				
EMV 11	0.638	1.584				
EMV 12	0.723	1.867				
EMV 3	0.811	2.633				
EMV 4	0.753	1.985				
EMV 8	0.848	2.735				
EMV 9	0.776	2.171				
Feminine Leadership (FEL)			0.933	0.935	0.941	0.501
FEL 1	0.736	2.531				
FEL 2	0.769	3.162				
FEL 20	0.721	2.574				
FEL 21	0.588	1.662				
FEL 22	0.713	2.622				
FEL 23	0.661	1.972				
FEL 27	0.737	2.341				
FEL 28	0.668	2.302				
FEL 29	0.561	1.651				

FEL 3	0.720	2.215				
FEL 4	0.768	2.474				
FEL 5	0.741	2.356				
FEL 6	0.712	2.207				
FEL 7	0.751	2.461				
FEL 8	0.737	2.236				
FEL 9	0.708	1.953				
Job Crafting Behaviour (JCB)			0.942	0.943	0.949	0.554
JCB 1	0.673	2.056				
JCB 10	0.753	2.497				
JCB 11	0.754	2.922				
JCB 12	0.745	2.498				
JCB 13	0.758	2.520				
JCB 14	0.760	2.699				
JCB 15	0.774	2.663				
JCB 2	0.745	2.479				
JCB 3	0.733	2.285				
JCB 4	0.760	2.861				
JCB 5	0.784	2.842				
JCB 6	0.695	2.014				
JCB 7	0.755	2.883				
JCB 8	0.719	2.355				
JCB 9	0.747	2.268				
Job Autonomy (JOA)			0.924	0.925	0.937	0.623
JOA 1	0.775	2.321				
JOA 2	0.843	3.215				
JOA 3	0.746	1.968				
JOA 4	0.823	2.527				
JOA 5	0.785	2.317				
JOA 6	0.794	2.319				
JOA 7	0.779	2.325				
JOA 8	0.784	2.167				
JOA 9	0.772	2.073				

Source: Field Data (2023)

The Variance Inflation Factor (VIF) reported assesses the degree of multicollinearity among the variables. Multicollinearity exists where two or more independent variables are highly correlated, making it challenging to disentangle their individual effects on the dependent variable. The study utilized the VIF in accordance with (Fornell & Bookstein, 1982) to assess multicollinearity within the constructs. A VIF less than 5 indicates a low correlation of that predictor with other predictors. A value between 5 and 10

indicates a moderate correlation, while VIF values larger than 10 are a sign of a high, not tolerable correlation of model predictors (Salmerón Gómez et al., 2016). Multicollinearity is considered to exist when the VIF exceeds the commonly used threshold of 10 (Hair et al., 2017; Hair et al., 2012, 2018; Hair, et al., 2019; Hair Jr. et al., 2017; Sarstedt et al., 2017).

The Cronbach Alpha reported that the variables were 0.883, 0.933, 0.942 and 0.924 for Employee Voice, Feminine Leadership, Job Crafting Behaviour and Job Autonomy, respectively. Higher values suggest better internal consistency among the items within each factor (Hair et al., 2020). A high Cronbach's Alpha indicates that the items in the scale are strongly correlated with one another, suggesting that they collectively measure the same underlying concept consistently (Tavakol & Dennick, 2011). Typically, Cronbach's Alpha values range from 0 to 1, with higher values signifying greater internal consistency. An Alpha value above 0.7 is often considered acceptable for research purposes (Hair, et al., 2019), while a value above 0.8 is usually considered good (George & Mallery, 2003). All constructs within the model yielded a Cronbach Alpha above the recommended threshold of 0.70 (Hair et al., 2017b)

The Composite Reliability reported is an improvement over the over the more commonly known Cronbach's Alpha (α). The table provides two CR values for each factor: rho_A and rho_C. Both measures assess the internal consistency of the variables. Table 3 reported CR values ranged from 0.910 to 0.949, indicating good internal consistency among the items within each factor. The values of Composite reliability between 0.60 and 0.70 are

acceptable, while in the more advanced stage, the value has to be higher than 0.70 (Sarstedt et al., 2014)

As proposed by Fornell and Larcker (1981), AVE is utilized to gauge the extent to which the variance captured by a latent construct is greater than the measurement error variance associated with the items or indicators used to measure that construct. A higher AVE indicates that a larger proportion of the variability in the indicators is due to the latent construct itself rather than measurement error or extraneous factors (Hair et al., 2021b; Hair Jr. et al., 2017). An AVE value of 0.5 or higher is generally considered to indicate good convergent validity, signifying that more than 50% of the variance in the observed variables can be attributed to the construct (Fornell & Larcker, 1981), suggesting that the construct effectively represents the underlying theoretical concept. The AVE values reported in table 3 range 0.501 to 0.623, indicating that the latent factors explain a substantial proportion of variance in the observed variables.

Discriminant Validity

Table 5: Heterotrait-Monotrait ratio (HTMT) Ratio

	EMV	FEL	JCB
EMV			
FEL	0.861		
JCB	0.776	0.755	
JOA	0.841	0.852	0.674

NOTE:

Table 5 reports the Heterotrait-Monotrait (HTMT) ratio for the variables in the model. The HTMT assesses the discriminant validity of the constructs. HTMT ratios which are above 0.85 but below 1 (such as between

FEL and JOA) suggest potential issues with discriminant validity (Ab Hamid et al., 2017). On the other hand, HTMT ratios less than 1 (as seen for EMV vs. JCB or JCB vs. JOA) indicate that these constructs are more likely to be measuring different aspects as intended, demonstrating good discriminant validity (Ab Hamid et al., 2017).

Table 6 presents the results of direct relationships among key variables in the study. The original sample (O) statistics, including means and standard deviations, offer insights into the relationships between Feminine Leadership (FEL), Job Autonomy (JOA), Employee Voice (EMV), and Job Crafting Behaviour (JCB). The table includes T statistics, effect size (F^2), and p-values, providing a comprehensive overview of the significance and strength of these direct relationships.

Table 6: Results of direct relationships

	Original sample (O)	Sample mean (M)	SD	T statss	F^2	P value
EMV -> JCB	0.321	0.330	0.133	2.410	0.019	0.016
FEL -> EMV	0.901	0.902	0.011	85.286	4.332	0.000
FEL -> JCB	0.534	0.515	0.290	1.844	0.012	0.065
FEL -> JOA	0.950	0.951	0.006	163.701	9.343	0.000
JOA -> JCB	-0.115	-0.103	0.196	0.587	0.001	0.557

Note: FEL = Feminine Leadership; JOA – Job Autonomy; EMV: Employee Voice; JCB = Job Crafting Behaviour.
Source: Field Data (2023)

Table 6 provides insights into the strength and statistical significance of the constructs. The first relationship highlighted in the table is "EMV -> JCB." This relationship demonstrates a positive connection between "EMV" and "JCB." The coefficient of 0.321 suggests that there is a positive association between these constructs, although it is relatively weak. However,

84

the T-statistic of 2.410 and the p-value of 0.019 indicate that this relationship is statistically significant. The f^2 value of 0.016 points to a small effect size. This implies that while there is a statistical relationship between EMV and JCB, its practical significance might be limited. In contrast, the relationship "FEL -> EMV" is quite robust. The coefficient of 0.901 indicates a strong positive connection between "FEL" and "EMV."

The extremely high T-statistic (85.286) and a very low p-value (0.000) demonstrate that this relationship is highly statistically significant. The f^2 value of 4.332 highlights a very large effect size, underscoring the practical significance of this relationship. This suggests that FEL significantly influences EMV, and this impact is both statistically and practically significant. The relationship "FEL -> JCB" has a coefficient of 0.534, indicating a positive relationship. While the T-statistic of 1.844 and the p-value of 0.065 confirm that this relationship is statistically significant, the f^2 value of 0.012 indicates a relatively small effect size. This means that the impact of FEL on JCB is statistically significant but has a smaller practical significance compared to other relationships.

The "FEL -> JOA" relationship is exceptionally strong, with a coefficient of 0.950, indicating a highly positive connection. The extremely high T-statistic (163.701) and a very low p-value (0.000) underline the high statistical significance of this relationship. The f^2 value of 9.343 indicates a very large effect size, emphasizing the substantial practical significance of this relationship. In this case, FEL has a significant and impactful influence on JOA. Finally, the "JOA -> JCB" relationship has a negative coefficient of -0.115, suggesting a negative relationship. However, the T-statistic of 0.587

and the p-value of 0.557 indicate that this relationship is not statistically significant. The very small f^2 value (0.001) suggests a very minimal effect size. Therefore, it can be concluded that JOA does not have a statistically or practically significant impact on JCB.
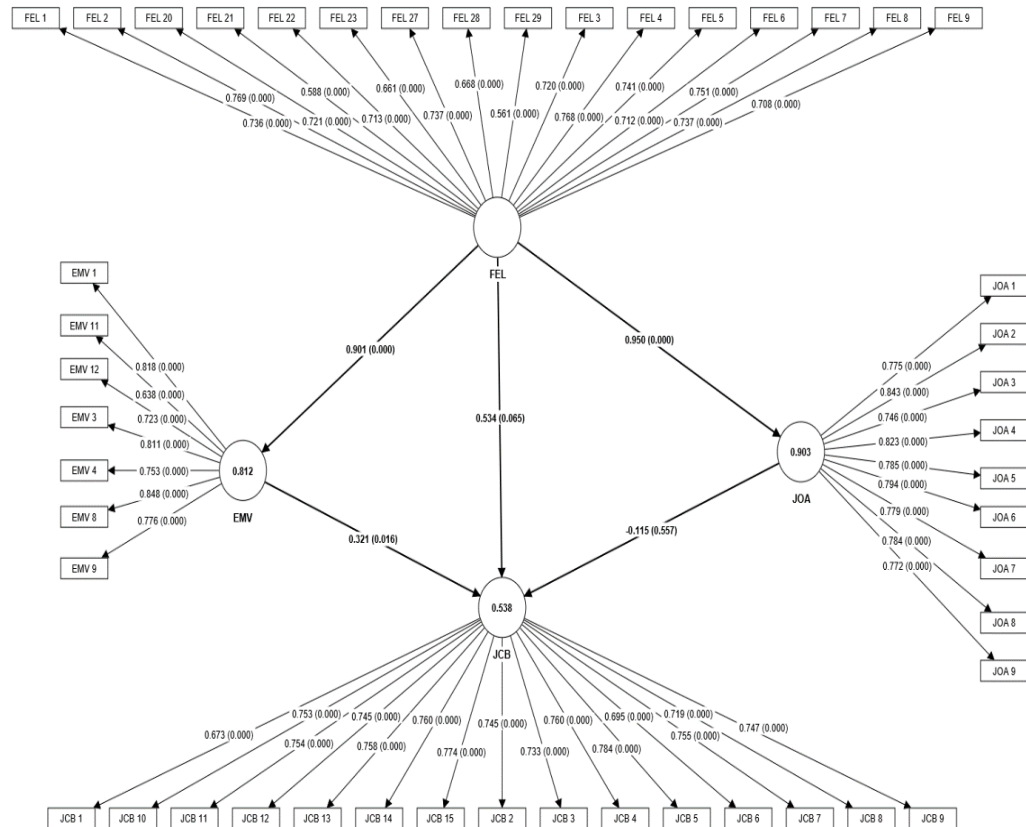

Figure 3: Final Model Extracted

Table 7 provides a summary of statistical measures related to the predictive performance of the study variables. The coefficient of determination (R-squared) presents the proportion of the variance in the dependent variable explained by the independent variables. A higher R^2 indicates a better fit of the model to the data. The R-squared of 0.903 for JOA indicates that FEL explains 90.3% of the variations in JOA. Also, FEL explained 81.3% of the variations in EMV. 53.4% of the variations in JCB will the remaining 46.6% were explained by other variations not explained in the study.

Table 7: R-Square and Model Predictive Relevance

	R-square	R-square adjusted	Q²predict	RMSE	MAE
EMV	0.812	0.812	0.811	0.438	0.331
JCB	0.538	0.534	0.505	0.710	0.525
JOA	0.903	0.903	0.903	0.314	0.236

Note: FEL = Feminine Leadership; JOA – Job Autonomy; EMV: Employee Voice; JCB = Job Crafting Behaviour.
Source: Field Data (2023)

The R-squared values presented in Table 7 showed high R-squared value which signifies a strong model fit (Hodson, 2022). The R-squared values for EMV, JCB, and JOA are 0.812, 0.538, and 0.903, respectively. The value of 0.812 indicates that feminine leadership (independent variable) explains 81.2% of the variations in employee voice (dependent variable). Also, FEL explains 90.3% of the variations in JOA. The R-square of 0.538 shows that EMV, JOA and FEL explain 53.8% of the variations in JCB; however, the remaining 46.2% was explained by variables not included in the study. The "Q² predict" values assess the model's predictive relevance. A Q²predict value close to 1 indicates that the model performs well in predicting the observed data, while a lower value suggests less predictive relevance. Here, the Q²predict values for EMV, JCB, and JOA are 0.811, 0.505, and 0.903, respectively, suggesting a high predictive relevance.

Mediation Analysis

Table 8 presents the results of the mediation analysis, offering insights into the complex relationships among key variables in the study. The table focuses on the total effect, direct effect, and indirect effect. The Total Effect column indicates the overall impact of FEL on JCB, followed by T-statistics and p-values for each effect, providing a statistical assessment of significance. The Direct Effect column explores the direct influence of FEL on JCB, while the Indirect Effect column delves into the mediated pathways, specifically through Employee Voice (EMV) and Job Autonomy (JOA).

Table 8: Mediation Analysis

	Total Effect	T - statistic	p-value	Direct Effect	T - statistic	p-value		Indirect Effect	T - statistic	p-value
FEL ->JCB	0.714	23.808	0.000	0.534	1.844	0.065	FEL->EMV->JCB	0.290	2.408	0.016
FEL ->JCB	0.714	23.808	0.000	0.534	1.844	0.065	FEL->JOA->JCB	-0.110	0.587	0.557

Note: FEL = Feminine Leadership; JOA – Job Autonomy; EMV: Employee Voice; JCB = Job Crafting Behaviour.

Source: Field Data (2023)

A mediation analysis was conducted to examine how EMV and JOA influence the relationship between FEL and JCB, as it was depicted in the model structure to have some influence. There could be no mediation, complete or partial mediation (Edeh et al., 2023; Hair et al., 2014, 2021; Kock & Lynn, 2012). Partial mediation is one in which both the direct and indirect effects are significant; a complete mediation occurs when the indirect effect is significant, but the direct effect proves non-significant. Considering the mediator EMV, Table 8 revealed a total effect ($\beta = 0.714, t = 23.808, p = 0.000$) showing a significant relationship. When EMV (mediator) was introduced, the effect of FEL on JCB was insignificant ($\beta = 0.534, t = 1.844, p = 0.065$). The indirect effect of FEL on JCB through EMV was, however, significant ($\beta = 0.290, t = 2.408, p = 0.016$). These results suggest that EMV partially mediates the relationship between FEL and JCB.

Regarding whether JOA mediates the relationship between FEL and JCB, Table 8 revealed that the total effect of FEL on JCB was significant ($\beta = 0.714, t = 23.808, p = 0.000$). However, the direct effect ($\beta = 0.534, t = 1.844, \rho = 0.065$) and indirect effect ($\beta = -0.110, t = 0.587, p = 0.557$) was not significant. This shows that JOA does not mediate the effect of FEL on JCB.

Summary of Results

Table 9 presents a summary of the relationship between the study variables and the implied mediation relationships.

90

Table 9: Summary of Results

Relationships	β	p-values	Remarks
FEL -> JCB	0.534	0.065	Not Significant
Mediation Effects			
FEL->EMV->JCB	0.290	0.016	Partial Mediation
FEL->JOA->JCB	-0.110	0.557	No mediation

Note: FEL = Feminine Leadership; JOA – Job Autonomy; EMV: Employee
Voice; JCB = Job Crafting Behaviour.
Source: Field Data (2023)

Discussion of Results

The study seeks to assess the effect of feminine leadership on the job-crafting behavior of employees while looking at the mediating roles of employee voice and Job Autonomy. The study on the first specific objective reports that feminine leadership positively and significantly affects job-crafting behavior. Studies on transformational leadership have consistently shown that the feminine leadership style, which is often associated with qualities like empathy, emotional intelligence, and the ability to inspire and empower followers, is positively related to job-crafting behaviour (Blake-Beard et al., 2020; Choi et al., 2016; Kachniewska & Para, 2023; Ma et al., 2018; Marinakou, 2012). The findings are in line with Ma et al., (2018), who were of the notion that feminine leadership traits, which often include nurturing and supportive qualities, stimulate job-crafting behaviours in subordinates.

Moreover, research on supportive leadership, which is a key element of feminine leadership, also supports the finding. Supportive leaders are those who provide emotional and instrumental support to their employees, fostering an environment where employees feel valued, empowered, and encouraged to

make positive changes in their work roles (Berdicchia & Masino, 2019; Hetland et al., 2018; Johanson, 2008; Lichtenthaler & Fischbach, 2018; Oprea et al., 2022; Tuan, 2022; Wrzesniewski & Dutton, 2001; Zakariya & Naqvi, 2022). This supportive approach in feminine leadership catalyses job crafting behaviour, as employees are more likely to feel safe and motivated to make changes in their work when they perceive their leaders as understanding and encouraging (Afsar, et al., 2019; Bakker & Demerouti, 2017; He et al., 2023; Hong et al., 2020; Kim & Beehr, 2018; Luu, 2021; Malik, 2023).

The study on the second research objective found employee voice to partially mediate the relationship between feminine leadership and job crafting behaviour. Numerous studies have shown that leadership styles, including those associated with feminine leadership, significantly influence employee attitudes and behaviours (Anderson & Klofstad, 2012; Chan, 2014; Denizci Guillet et al., 2019; Detert & Burris, 2007; Hassan, 2013; Kolade & Kehinde Obasan, 2013; Liang et al., 2017; Song et al., 2022; Wang et al., 2019; Wu et al., 2020; G. Zhang & Inness, 2019). The findings of the study resonate with the notion of employee voice, which is often nurtured in environments where employees feel valued, respected, and heard (Cheng et al., 2022; Duan et al., 2017; Eisenbeiss et al., 2008; Gao & Jiang, 2019; Jolly & Lee, 2021; Kim & Ishikawa, 2021; Liu et al., 2020; Qi & Ming-Xia, 2014; Svendsen et al., 2018). Leaders who exhibit feminine leadership traits are more likely to encourage open communication, participation, and feedback, which are fundamental to developing employee voice.

Employees' voices are heard and respected, they are more likely to be engaged and proactive in their roles (Alang et al., 2022; Dedahanov et al.,

2016; Hsiung, 2012; Li & Sun, 2015). The relationship between feminine leadership and the facilitation of employee voice is further supported by the idea that leaders who embrace feminine leadership traits are often better at creating an inclusive, psychologically safe work environment conducive to voice behaviour (Alang et al., 2022; Dedahanov et al., 2016; Eisenbeiss et al., 2008; Hsiung, 2012; S. Kim et al., 2022; Li & Sun, 2015; Mumtaz et al., 2023; Rasheed et al., 2021; Sulphey & Jasim, 2022; Ullah et al., 2020; Zhang et al., 2015).

The partial mediation found in this study also finds support in literature on job crafting, which refers to employees' proactive adjustment of their tasks, relationships, and cognitions to better align with their personal preferences and strengths (Dedahanov et al., 2016; KA & Aboobaker, 2020; Liang, 2017; Liu et al., 2020; Potnuru et al., 2023; Qi & Ming-Xia, 2014; Song et al., 2022; Ullah et al., 2020; J. Wang, 2021). It is well-documented that leadership plays a pivotal role in shaping the work environment and influencing job-crafting behaviour (Hetland et al., 2018; Lichtenthaler & Fischbach, 2018; Mäkikangas et al., 2017; Oprea et al., 2022; Tuan, 2022). Leaders who encourage employee voice often indirectly stimulate job crafting by creating conditions that allow employees to customize their roles to better match their needs and values (Petrou et al., 2012).

On the last and final research goal, job autonomy was found to have no mediation effect on the relationship between feminine leadership and job-crafting behaviour. The findings of the study are somewhat contradictory to previous studies (Anand et al., 2012; Brandmo et al., 2021; Ferris, 1983; Jain & Duggal, 2018; Shakil et al., 2021; van Dorssen-Boog et al., 2022; Wong et

al., 2017). Tims and Bakker (2013) revealed that employees with more autonomy are more likely to engage in job crafting, as they can change their tasks, relationships, and cognitive processes to better align with their preferences. This may include adjusting how they handle guest requests, personalizing services to cater to specific preferences, or identifying opportunities to contribute beyond their predefined roles (Boehm & Lyubomirsky, 2008; Gao & Jiang, 2019; Liu et al., 2021; Pattnaik & Sahoo, 2021; Tummers et al., 2018; Yagil & Oren, 2021). For employees in the hotel industry, job crafting sometimes results in a sense of ownership over their contributions, fostering a positive work environment and enriching the guest experience (Bipp et al., 2015).

However, the hotel industry traditionally exhibits a hierarchical structure with well-defined roles and responsibilities (Afsar, et al., 2019; Chiang & Chen, 2021; Wen & Chi, 2023). In such an environment, job crafting opportunities are sometimes limited, and employees might have less flexibility to modify their roles autonomously. This hierarchical structure reduces the influence of job autonomy as a mediator between leadership style and job crafting (Erdal, 2021; Kachniewska & Para, 2023; Ruiz-Palomino et al., 2019). The findings of the study might be a result of the organisational culture and policies in the hotels. The specific culture and policies of individual hotels can significantly impact the degree of autonomy employees have in crafting their jobs. Some hotels may encourage a culture of innovation and autonomy, making job crafting more likely, while others may have more rigid structures in place that limit job customization (Joseph & Shetty, 2022). Finally, the hotel industry is inherently customer-centric, and employees must

94

often adhere to specific service standards and protocols. This emphasis on standardization and consistency may limit how employees can autonomously customize their roles.

Chapter Summary

The chapter focuses on results and discussions of the study. It started with the presentation of the response rate and demographic results. The study then presented the PLS SEM results. The results clearly demonstrate that feminine leadership has a significant and positive impact on job-crafting behaviour among employees in the hotel industry. The study reveals that employee voice significantly mediates the relationship between feminine leadership and job-crafting behaviour. Surprisingly, the study finds no significant mediation effect of job autonomy on the relationship between feminine leadership and job-crafting behaviour.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter summarises the study, concludes, and presents befitting recommendations. The study examined the relationship between feminine leadership and job crafting behavior and the mediating roles of employee voice and job autonomy. Specifically, the study's objectives were:

1. To assess the effect of feminine leadership on job-crafting behavior among employees in the hotel industry.

2. To evaluate how employee voice mediates the relationship between feminine leadership and job-crafting behavior in the hotel industry.

3. To examine how job autonomy mediates the relationship between feminine leadership and job-crafting behavior in the hotel industry.

The study, conducted in the hotel industry in Sunyani, Bono Region, Ghana, utilized the transformational leadership theory, self-determination, and characteristics model to explore key concepts. With a sample size of 385 respondents, selected based on (Cochran, 1977), as highlighted in a recent study conducted by (Adam, 2020). the research employed a quantitative and explanatory approach. Data was primarily collected through self-administered closed-ended questionnaires, resulting in a response rate of 89.91% with 343 completed questionnaires. The analysis was carried out using the Statistical Package for Social Sciences (SPSS) version 28 and SmartPLS version 4.

Summary of Findings

The study examined the influence of feminine leadership on employees' job-crafting behaviour, focusing on the mediating roles of employee voice and job autonomy.

The findings of the first specific objective indicate that feminine leadership, as a leadership style, has a significant and positive effect on employee job-crafting behavior within the hotel industry. The feminine leadership style is found to be associated with increased job-crafting behaviours. This suggests that when feminine leadership qualities are prevalent among leaders in the industry, employees are more likely to engage in job crafting, which involves proactively shaping their job roles to better suit their abilities and preferences. Feminine leadership qualities, which may include empathy, collaboration, and a focus on employee development, can lead to a work environment where employees feel empowered and encouraged to take initiative in crafting their job roles. When employees engage in job crafting, it can lead to improved task performance, increased job satisfaction, and potentially even cost savings for the hotel as employees align their roles more effectively with organizational goals.

The study's second research objective focused on understanding the relationship between feminine leadership, employee voice, and job crafting behaviour in the hotel industry. The findings revealed that employee voice partially mediates the relationship between feminine leadership and job-crafting behaviour. In other words, when feminine leadership is present, it encourages employees to voice their opinions and suggestions, and this, in turn, leads to increased job-crafting behavior. Feminine leadership qualities

97

often involve creating a supportive and open work environment where employees feel comfortable expressing their ideas and concerns. When employees feel heard and valued, they are more likely to provide input, which can lead to innovations and improvements in their job roles. Ultimately, this can enhance job-crafting behavior, potentially improving operational efficiency and customer satisfaction in the hotel industry.

The study's final research objective examined how job autonomy mediates the relationship between feminine leadership and job-crafting behaviour in the hotel industry. The research shows that, contrary to expectations, job autonomy does not significantly mediate the relationship between feminine leadership and job-crafting behaviour. In other words, the presence of feminine leadership does not seem to influence job autonomy, which, in turn, affects job-crafting behaviour. Thus, the mediation effect is insignificant. However, this discrepancy might be attributed to the unique characteristics of the hotel industry. The hierarchical structure commonly found in hotels, with well-defined roles, could limit job crafting opportunities and restrict employees' flexibility to modify their tasks autonomously. This organizational structure diminishes the impact of job autonomy as a mediator between feminine leadership and job crafting.

Conclusion

The study's findings clearly demonstrate that feminine leadership has a significant and positive impact on job-crafting behavior among employees in the hotel industry. This positive relationship indicates that when employees perceive feminine leadership within their organization, they are more likely to engage in crafting their roles to better suit their needs and the organization's

objectives. This result aligns with expectations and suggests that feminine leadership, with its emphasis on collaboration and emotional intelligence, fosters an environment conducive to job crafting. This study provides compelling evidence of the constructive role of feminine leadership in the context of the hotel industry in Sunyani, Ghana. It adds to our understanding of the positive outcomes associated with feminine leadership styles and their ability to encourage job crafting. By focusing on a specific context, the study offers valuable insights for both academic research and practical applications, underscoring the relevance of feminine leadership in promoting proactive behaviors among hotel industry employees.

The study reveals that employee voice significantly mediates the relationship between feminine leadership and job-crafting behavior. This finding underscores the importance of open communication and the willingness of employees to express their ideas and concerns within the organization. When feminine leadership is present, employees tend to feel more empowered to voice their opinions, leading to a subsequent increase in job-crafting behavior. The strong mediating role of employee voice in connecting feminine leadership to job crafting can be explained by the inclusive and supportive nature of feminine leadership. Leaders who exhibit feminine leadership traits tend to encourage open dialogue and active participation, fostering a work environment where employees feel their input is valued.

Surprisingly, the study finds no significant mediation effect of job autonomy on the relationship between feminine leadership and job-crafting behavior. Contrary to expectations, the presence of feminine leadership does

not seem to lead to increased job autonomy, which, in turn, affects job-crafting behavior. It is possible that in the context of the hotel industry in Sunyani, Ghana, factors beyond job autonomy may be more influential in encouraging job crafting. Leadership styles other than feminine leadership may also be at play, impacting the relationship between job autonomy and job crafting. Further research may be needed to explore these nuanced dynamics.

Recommendations

Recommendations based on the key findings of the study:

Based on the significant positive effect of feminine leadership on job-crafting behaviour, we recommend that organizations within the hotel industry in Sunyani, Ghana, actively promote and develop feminine leadership styles. Encouraging leaders to embrace qualities associated with feminine leadership, such as empathy, collaboration, and emotional intelligence, can foster an environment conducive to job crafting. Leadership development programs can be designed to enhance these traits among current and future leaders.

Given that employee voice significantly mediates the relationship between feminine leadership and job-crafting behaviour, organizations should emphasize open and inclusive communication. This can be achieved through regular feedback mechanisms, open-door policies, and an organizational culture that values employees' opinions. Creating platforms for employees to express their ideas and concerns can further enhance their job-crafting behaviours.

While feminine leadership styles play a vital role in encouraging job crafting, the lack of significant mediation by job autonomy suggests that organizations should not solely rely on this aspect to promote job crafting

100

behaviour. It is recommended that organizations diversify their leadership styles and consider a combination of leadership approaches. For instance, a blend of both masculine and feminine leadership traits may be effective in different contexts or for different employee groups. Leadership training and development programs should reflect this diversity.

Suggestion for Further Studies

The unexpected finding of no significant mediation between job autonomy and job crafting under feminine leadership highlights the need for further research. Organizations, as well as academic institutions, should invest in research that explores the nuanced dynamics of job crafting within specific contexts. Understanding the various factors, including leadership styles and cultural influences, that impact job crafting can provide valuable insights for customized strategies to enhance employee engagement and performance. Again, further studies should examine the direct impact of employee job crafting on client/guests' satisfaction and loyalty. Analysing whether employees' personalized services and proactive behaviour influence guests' perceptions and intentions to return can provide valuable insights for hotel management.

REFERENCES

Ab Hamid, M. R., Sami, W., & Mohmad Sidek, M. H. (2017). Discriminant Validity Assessment: Use of Fornell & Larcker criterion versus HTMT Criterion. *Journal of Physics: Conference Series*, *890*(1). https://doi.org/10.1088/1742-6596/890/1/012163

Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: why and how of it? *Indian Journal of Medical Specialities*, *4*(2). https://doi.org/10.7713/ijms.2013.0032

Adam, A. M. (2020). Sample size determination in survey research. *Journal of Scientific Research and Reports*, *26*(5), 90–97.

Adila Mehrali Farzaliyeva. (2022). THE WAYS OF MOTIVATION OF EFFECTIVENESS OF VERBAL AND NON-VERBAL COMMUNICATION. *International Journal of Innovative Technologies in Social Science*, *4(36)*. https://doi.org/10.31435/RSGLOBAL_IJITSS/30122022/7937

Afsar, B., Masood, M., & Umrani, W. A. (2019). The role of job crafting and knowledge sharing on the effect of transformational leadership on innovative work behavior. *Personnel Review*, *48*(5), 1186–1208. https://doi.org/10.1108/PR-04-2018-0133

Afsar, B., Shahjehan, A., Shah, S. I., & Wajid, A. (2019a). The mediating role of transformational leadership in the relationship between cultural intelligence and employee voice behavior: A case of hotel employees. *International Journal of Intercultural Relations*, *69*, 66–75. https://doi.org/10.1016/j.ijintrel.2019.01.001

Afsar, B., Shahjehan, A., Shah, S. I., & Wajid, A. (2019b). The mediating role of transformational leadership in the relationship between cultural intelligence and employee voice behavior: A case of hotel employees. *International Journal of Intercultural Relations*, *69*, 66–75. https://doi.org/10.1016/J.IJINTREL.2019.01.001

Alam, M. Z., Rafiq, M., Rehman, S., & Nasir, S. (2023). Is job autonomy really a blessing for empowering leadership–intrapreneurial behaviour nexus?: empirical evidence for situational strength theory. *Journal of Organizational Effectiveness*, *10*(2), 199–217. https://doi.org/10.1108/JOEPP-05-2022-0104

Alang, T., Stanton, P., & Rose, M. (2022). Enhancing Employee Voice and Inclusion Through Inclusive Leadership in Public Sector Organizations. *Public Personnel Management*, *51*(3), 309–329. https://doi.org/10.1177/00910260221085583

Alfayad Aburumman, Z., Suriani Mohd Arif, L., & Alfayad, Z. (2017). Employee Voice and Job Satisfaction: An Application of Herzberg Two-factor Theory International Review of Management and Marketing Employee Voice and Job Satisfaction: An Application of Herzberg's Two-factor Theory. *International Review of Management and Marketing*, *7*(1), 150–156. http:www.econjournals.com

Alhassan, T., Kidido, J. K., & Tannor, O. (2023). Assessment of facilities management sourcing approaches in hotels in Ghana: a study of selected hotels in Wa. *Property Management*. https://doi.org/10.1108/PM-07-2022-0052

Alsetoohy, O., Al-Abyadh, M. H. A., Döngül, E. S., Agina, M. F., & Elshaer, A. (2022). How Humble Leadership Affects Voluntary Green Behavior and Green Performance? The Roles of Job Autonomy and Green Supporting Climate in Hotels. *Problemy Ekorozwoju*, *17*(2), 230–242. https://doi.org/10.35784/pe.2022.2.25

Alwali, J. (2023). Igniting innovative: how transformational leadership and job crafting empower innovative among Iraqi nurses in public hospitals. *Industrial and Commercial Training*. https://doi.org/10.1108/ICT-11-2022-0083

Amabile, T. M., Hill, K. G., Hennessey, B. A., & Tighe, E. M. (1994). The Work Preference Inventory: Assessing Intrinsic and Extrinsic Motivational Orientations. *Journal of Personality and Social Psychology*, *66*(5), 950–967. https://doi.org/10.1037/0022-3514.66.5.950

Amah, O. E. (2023). Examining leaders' emotional intelligence as a distal antecedent of employee engagement: The role of employee voice and trust in direct leadership. *Africa Journal of Management*, *9*(2), 117–133. https://doi.org/10.1080/23322373.2023.2187612

Amah, O. E., & Oyetuunde, K. (2020). The effect of servant leadership on employee turnover in SMEs in Nigeria: the role of career growth potential and employee voice. *Journal of Small Business and Enterprise Development*, *27*(6), 885–904. https://doi.org/10.1108/JSBED-01-2019-0009

Amissah, E. F., Gamor, E., Deri, M. N., & Amissah, A. (2016). Factors influencing employee job satisfaction in Ghana's hotel industry. *Journal of Human Resources in Hospitality and Tourism*, *15*(2), 166–183. https://doi.org/10.1080/15332845.2016.1084858

Anand, G., Chhajed, D., & Delfin, L. (2012). Job autonomy, trust in leadership, and continuous improvement: An empirical study in health care. *Operations Management Research*, *5*(3–4), 70–80. https://doi.org/ 10.1007/s12063-012-0068-8

Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework. *Journal of Management*, *40*(5), 1297–1333. https://doi.org/10.1177/0149206314527128

Anderson, R. C., & Klofstad, C. A. (2012). Preference for Leaders with Masculine Voices Holds in the Case of Feminine Leadership Roles. *PLoS ONE*, *7*(12). https://doi.org/10.1371/journal.pone.0051216

Antwi, S. K., & Hamza, K. (2015). Qualitative and quantitative research paradigms in business research: A philosophical reflection. *European Journal of Business and Management*, *7*(3), 217–225.

Arnold, K. A., Loughlin, C., & Walsh, M. M. (2016). Transformational leadership in an extreme context: Examining gender, individual consideration and self-sacrifice. *Leadership and Organization Development Journal*, *37*(6), 774–788. https://doi.org/10.1108/LODJ-10-2014-0202

Ashford, S. J., Blatt, R., & Walle, D. V. (2003). Reflections on the Looking Glass: A Review of Research on Feedback-Seeking Behavior in Organizations. *Journal of Management*, *29*(6), 773–799. https://doi.org/ 10.1016/S0149-2063_03_00079-5

Athanasopoulou, A., Moss-Cowan, A., Smets, M., & Morris, T. (2018). Claiming the corner office: Female CEO careers and implications for leadership development. *Human Resource Management*, *57*(2), 617–639. https://doi.org/10.1002/HRM.21887

Avey, J. B., Wernsing, T. S., & Palanski, M. E. (2012). Exploring the Process of Ethical Leadership: The Mediating Role of Employee Voice and Psychological Ownership. *Journal of Business Ethics*, *107*(1), 21–34. https://doi.org/10.1007/s10551-012-1298-2

Ayimey, E. K., Blomme, R. J., & Honyenuga, B. Q. (2018). Management commitment and market orientation practices in ghana's hotel industry. In *Advances in Hospitality and Leisure* (Vol. 14, pp. 131–146). Emerald Group Publishing Ltd. https://doi.org/10.1108/S1745-35422018000001 4008

Bai, Y., Lin, L., & Liu, J. T. (2019). Leveraging the employee voice: a multi-level social learning perspective of ethical leadership. *International Journal of Human Resource Management*, *30*(12), 1869–1901. https:// doi.org/10.1080/09585192.2017.1308414

Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, *22*(3), 273–285. https://doi.org/10.1037/OCP0000056

Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, *65*(10), 1359–1378. https://doi.org/10.1177/0018726712453471

Bălăceanu, A., Vîrgă, D., & Maricuţoiu, L. (2021). Feedback-seeking behavior in organizations: A meta-analysis and systematical review of longitudinal studies. *Spanish Journal of Psychology*, *24*(1). https://doi.org/10.1017/SJP.2021.45

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, *51*(6), 1173–1182. https://doi.org/10.1037/0022-3514.51.6.1173

Bartol, K. M., Martin, D. C., & Kromkowski, J. A. (2003). Leadership and the Glass Ceiling: Gender and Ethnic Group Influences on Leader Behaviors at Middle and Executive Managerial Levels. *Journal of Leadership & Organizational Studies*, *9*(3), 8–19. https://doi.org/10.1177/107179190300900303

Batchelor, J. H., Abston, K. A., Lawlor, B. K., & Burch, G. F. (2014). The job characteristics model: An extension to entrepreneurial motivation. *Small Business Institute Journal*, *10*(1), 1–10. https://sbij.scholasticahq.com/article/26248.pdf

Batson, C. D. (2011). Empathy-Induced Altruism: Friend or Foe of the Common Good? *For the Greater Good of All*, 29–47. https://doi.org/10.1057/9780230116269_3

Beckmann, M. (2015). Working-time autonomy as a management practice. *IZA World of Labor*. https://doi.org/10.15185/izawol.230

Berdicchia, D., & Masino, G. (2019). Leading by leaving: Exploring the relationship between supervisory control, job crafting, self-competence and performance. *Journal of Management and Organization*, *25*(4), 572–590. https://doi.org/10.1017/jmo.2018.67

Berg, J. M., Dutton, J., & Wrzesniewski, A. (2008). What is job crafting and why does it matter? *Http://Positiveorgs.Bus.Umich.Edu/Wp-Content/ Uploads/What-Is-Job-Crafting-and-Why-Does-It-Matter1.Pdf*,1–8. http://csinvesting.org/wp-content/uploads/2013/01/Job_Crafting-Theory_to_Practice-Aug_08.pdf

Billing, Y. D., & Alvesson, M. (2000). Questioning the notion of feminine leadership: A critical perspective on the gender labelling of leadership. *Gender, Work and Organization*, *7*(3), 144–157. https://doi.org/10.1111 /1468-0432.00103

Bindl, U., & Parker, S. (2011). *Proactive work behavior: Forward-thinking and change-oriented action in organizations*. https://psycnet.apa.org/ record/2010-06018-019

Bipp, T., and, E. D.-J. of occupational, & 2015, undefined. (2015). Which employees craft their jobs and how? Basic dimensions of personality and employees' job crafting behaviour. *Wiley Online LibraryT Bipp, E DemeroutiJournal of Occupational and Organizational Psychology, 2015•Wiley Online Library*, *88*(4), 631–655. https://doi.org/10.1111/ joop.12089

Blake-Beard, S., Shapiro, M., & Ingols, C. (2020). Feminine? Masculine? Androgynous leadership as a necessity in COVID-19. *Gender in Management*, *35*(7–8), 607–617. https://doi.org/10.1108/GM-07-2020-0222

Block, P. (2016). *The empowered manager: Positive political skills at work.* https://books.google.com/books?hl=en&lr=&id=mGdJDQAAQBAJ&oi=fnd&pg=PR1&dq=Block,+P.+(2016).+The+empowered+manager:+Positive+political+skills+at+work.+John+Wiley+%26+Sons.%09&ots=w4DMt-0ImQ&sig=402IHNbUz2KGrNrPikBtN-V9ddE

Bloomfield, J., & Fisher, M. (2019). Quantitative research design. *Journal of the Australasian Rehabilitation Nurses' Association*, *22*(2), 27–30. https://doi.org/10.33235/jarna.22.2.27-30

Boehm, J. K., & Lyubomirsky, S. (2008). Does happiness promote career success? *Journal of Career Assessment*, *16*(1), 101–116. https://doi.org/10.1177/1069072707308140

Boekhorst, J. A. (2015). The role of authentic leadership in fostering workplace inclusion: A social information processing perspective. *Human Resource Management*, *54*(2), 241–264. https://doi.org/10.1002/HRM.21669

Boies, K., Fiset, J., & Gill, H. (2015). Communication and trust are key: Unlocking the relationship between leadership and team performance and creativity. *Leadership Quarterly*, *26*(6), 1080–1094. https://doi.org/10.1016/J.LEAQUA.2015.07.007

Botha, L., & Steyn, R. (2023). Employee voice as a behavioural response to psychological contract breach: The moderating effect of leadership style. *Cogent Business and Management*, *10*(1). https://doi.org/10.1080 /23311975.2023.2174181

Braithwaite, J. (1993). Beyond positivism: Learning from contextual integrated strategies. *Journal of Research in Crime and Delinquency*, *30*(4), 383–399. https://doi.org/10.1177/0022427893030004002

Brandmo, C., Tiplic, D., & Elstad, E. (2021). Antecedents of department heads' job autonomy, role clarity, and self-efficacy for instructional leadership. *International Journal of Leadership in Education*, *24*(3), 411– 430. https://doi.org/10.1080/13603124.2019.1580773

Bresz, J. W., Creswell, J. D. W. D., Creswell, J. D. W. D., Bresz, J. W., & Creswell, J. D. W. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches. In *Journal of Reproductive Health* (Vol. 2, Issue 3). Sage publications.

Brown, J. D. (2002). The Cronbach Alpha Reliability Estimate. *JALT Testing & Evaluation SIG Newsletter*, *6*(1), 17–18. http://jalt.org/test/bro_3.htm

Brusco, M. J., Cradit, J. D., & Brudvig, S. (2019). An integrated dominance analysis and dynamic programing approach for measuring predictor importance for customer satisfaction. *Communications in Statistics - Theory and Methods*, *48*(21), 5290–5307. https://doi.org/10.1080/03610 926.2018.1510004

Burton-Jones, A., & Lee, A. S. (2017). Thinking about measures and measurement in positivist research: A proposal for refocusing on fundamentals. *Information Systems Research*, *28*(3), 451–467. https://doi.org/10.1287/isre.2017.0704

Buttner, E. H. (2001). Examining female entrepreneurs' management style: An application of a relational frame. *Journal of Business Ethics*, *29*(3), 253–269. https://doi.org/10.1023/A:1026460615436

Chan, S. C. H. (2014). Paternalistic leadership and employee voice: Does information sharing matter? *Human Relations*, *67*(6), 667–693. https://doi.org/10.1177/0018726713503022

Cheng, C., Bartram, T., Karimi, L., & Leggat, S. (2016). Transformational leadership and social identity as predictors of team climate, perceived quality of care, burnout and turnover intention among nurses. *Personnel Review*, *45*(6), 1200–1216. https://doi.org/10.1108/PR-05-2015-0118

Cheng, J., Bai, H., & Hu, C. (2022). The relationship between ethical leadership and employee voice: The roles of error management climate and organizational commitment. *Journal of Management and Organization*, *28*(1), 58–76. https://doi.org/10.1017/jmo.2019.49

Cheng, J. C., & O-Yang, Y. (2018). Hotel employee job crafting, burnout, and satisfaction: The moderating role of perceived organizational support. *International Journal of Hospitality Management*, *72*, 78–85. https://doi.org/10.1016/J.IJHM.2018.01.005

Chiang, C.-F., & Chen, J.-A. (2021). How Empowering Leadership and a Cooperative Climate Influence Employees' Voice Behavior and Knowledge Sharing in the Hotel Industry. *Journal of Quality Assurance*

in Hospitality and Tourism, *22*(4), 476–495. https://doi.org/10.1080/152 8008X.2020.1802391

Cho, J., Schilpzand, P., Huang, L., & Paterson, T. (2021). How and When Humble Leadership Facilitates Employee Job Performance: The Roles of Feeling Trusted and Job Autonomy. *Journal of Leadership and Organizational Studies*, *28*(2), 169–184. https://doi.org/10.1177/1548051 820979634

Choi, S. L., Goh, C. F., Adam, M. B. H., & Tan, O. K. (2016). Transformational leadership, empowerment, and job satisfaction: The mediating role of employee empowerment. *Human Resources for Health*, *14*(1). https://doi.org/10.1186/S12960-016-0171-2

Claes, M. T. (1999). Women, men and management styles. *International Labour Review*, *138*(4), 431–446. https://doi.org/10.1111/j.1564-913X.1 999.tb00396.x

Clark, L. A., & Watson, D. (2019). Constructing validity: New developments in creating objective measuring instruments. *Psychological Assessment*, *31*(12), 1412–1427. https://doi.org/10.1037/PAS0000626

Clevenger, L., & Singh, N. (2013). Exploring Barriers That Lead to the Glass Ceiling Effect for Women in the U.S. Hospitality Industry. *Journal of Human Resources in Hospitality and Tourism*, *12*(4), 376–399. https://doi.org/10.1080/15332845.2013.790258

Cochran, W. G. (1977). *Sampling techniques*. John Wiley & Sons.

Comte, A. (1975). *Auguste Comte and positivism: The essential writings*. https://books.google.com/books?hl=en&lr=&id=Lg7fRHbru8sC&oi=fnd &pg=PR11&dq=comte+positivism&ots=PFlff9rNi_&sig=YB0Hvgr3Cw-4JhSMO4DWxKb7Jc0

Creswell, J. W. (2014). *A concise introduction to mixed methods research*. SAGE publications.

Creswell, J. W., & Creswell, D. J. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.

Crick, A. P., & Spencer, A. (2011). Hospitality quality: New directions and new challenges. *International Journal of Contemporary Hospitality Management*, *23*(4), 463–478. https://doi.org/10.1108/09596111111129 986

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, *16*(3), 297–334. https://doi.org/10.1007/BF02310555

Dardis, C. M., Strauss, C. V., & Gidycz, C. A. (2019). The psychological toll of unwanted pursuit behaviors and intimate partner violence on undergraduate women: A dominance analysis. *Psychology of Violence*, *9*(2), 209–220. https://doi.org/10.1037/vio0000189

Dashper, K., & Finkel, R. (2020). Accessibility, diversity, and inclusion in the UK meetings industry. *Journal of Convention and Event Tourism*, *21*(4), 283–307. https://doi.org/10.1080/15470148.2020.1814472

Davis, J. L., & Love, T. P. (2017). Self-in-self, mind-in-mind, heart-in-heart: The future of Role-taking, perspective taking, and empathy. *Advances in Group Processes*, *34*, 151–174. https://doi.org/10.1108/S0882-6145201 70000034007

de Jonge, J. (1996). *Job autonomy, well-being, and health : a study among Dutch health care workers*. https://doi.org/10.26481/DIS.19960125JJ

Decety, J., & Jackson, P. L. (2004). The functional architecture of human empathy. *Behavioral and Cognitive Neuroscience Reviews*, *3*(2), 71–100. https://doi.org/10.1177/1534582304267187

Dedahanov, A. T., Lee, D. H., Rhee, J., & Yoon, J. (2016). Entrepreneur's paternalistic leadership style and creativity: The mediating role of employee voice. *Management Decision*, *54*(9), 2310–2324. https://doi.org/10.1108/MD-11-2015-0537

Denizci Guillet, B., Pavesi, A., Hsu, C. H. C., & Weber, K. (2019). Is there such a thing as feminine leadership? Being a leader and not a man in the hospitality industry. *International Journal of Contemporary Hospitality Management*, *31*(7), 2970–2993. https://doi.org/10.1108/IJCHM-06-2018-0486/FULL/

Detert, J. R., & Burris, E. R. (2007a). Leadership behavior and employee voice: Is the door really open? *Academy of Management Journal*, *50*(4), 869–884. https://doi.org/10.5465/AMJ.2007.26279183

Detert, J. R., & Burris, E. R. (2007b). Leadership behavior and employee voice: Is the door really open? *Academy of Management Journal*, *50*(4), 869–884. https://doi.org/10.5465/AMJ.2007.26279183

Dhar, R. L. (2016). Ethical leadership and its impact on service innovative behavior: The role of LMX and job autonomy. *Tourism Management*, *57*, 139–148. https://doi.org/10.1016/j.tourman.2016.05.011

Dixon-Fyle, S., Hunt, V., Dolan, K., & Prince, S. (2020). *Diversity wins*. http://dln.jaipuria.ac.in:8080/jspui/bitstream/123456789/14263/1/MGI%2 0Report%20-%20diversity-wins-how-inclusion-matters.pdf

Drost, E. A. (2011). Validity and reliability in social science research. *Education Research and Perspectives*, *38*(1), 105–123.

Druskat, V. U. (1994). Gender and leadership style: Transformational and transactional leadership in the Roman Catholic Church. *The Leadership Quarterly*, *5*(2), 99–119. https://doi.org/10.1016/1048-9843(94)90023-X

Duan, J., Li, C., Xu, Y., & Wu, C.-H. (2017). Transformational leadership and employee voice behavior: A Pygmalion mechanism. *Journal of Organizational Behavior*, *38*(5), 650–670. https://doi.org/10.1002/job.2 157

Eagly, A. H., & Chin, J. L. (2010). Diversity and Leadership in a Changing World. *American Psychologist*, *65*(3), 216–224. https://doi.org/10.1037/ A0018957

Eagly, A. H., Johannesen-Schmidt, M. C., & Van Engen, M. L. (2003). Transformational, Transactional, and Laissez-Faire Leadership Styles: A Meta-Analysis Comparing Women and Men. *Psychological Bulletin*, *129*(4), 569–591. https://doi.org/10.1037/0033-2909.129.4.569

Eagly, A. H., & Johnson, B. T. (1990). Gender and Leadership Style: A Meta-Analysis. *Psychological Bulletin*, *108*(2), 233–256. https://doi.org/10.103 7/0033-2909.108.2.233

Edeh, E., Lo, W.-J., & Khojasteh, J. (2023). Review of Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook. *Structural Equation Modeling: A Multidisciplinary Journal*, *30*(1), 165–167. https://doi.org/10.1080/10705511.2022.2108813

Eibl, B., Lang, F. R., & Niessen, C. (2020). Employee voice at work: the role of employees' gender, self-efficacy beliefs, and leadership. *European Journal of Work and Organizational Psychology*, *29*(4), 570–585. https://doi.org/10.1080/1359432X.2020.1733979

Eisenbeiss, S. A., van Knippenberg, D., & Boerner, S. (2008). Transformational Leadership and Team Innovation: Integrating Team Climate Principles. *Journal of Applied Psychology*, *93*(6), 1438–1446. https://doi.org/10.1037/A0012716

El-Said, O. A. (2014). Impacts of respect, support, and teamwork on hotel employees' morale in Egypt. *Anatolia*, *25*(2), 211–227. https://doi.org/10.1080/13032917.2013.856330

Elsetouhi, A. M., Mohamed Elbaz, A., & Soliman, M. (2023). Participative leadership and its impact on employee innovative behavior through employee voice in tourism SMEs: The moderating role of job autonomy. *Tourism and Hospitality Research*, *23*(3), 406–419. https://doi.org/10.1177/14673584221119371

Erdal, E. (2021). *Job crafting: Its antecedents and consequences*. https://search.proquest.com/openview/b81ecdf3864881d8ae304f71af8ba2ae/1?pq-origsite=gscholar&cbl=2026366&diss=y

Ferris, G. R. (1983). The influence of leadership on perceptions of job autonomy. *Journal of Psychology: Interdisciplinary and Applied*, *114*(2), 253–258. https://doi.org/10.1080/00223980.1983.9915422

Fiebig, J. N., & Christopher, J. (2018). Female Leadership Styles: Insights from Catholic Women Religious on Leading through Compassion. *Pastoral Psychology*, *67*(5), 505–513. https://doi.org/10.1007/S11089-018-0829-X

Flick, U. (2022). The SAGE Handbook of Qualitative Research Design. In *The SAGE Handbook of Qualitative Research Design*. https://doi.org/10.4135/9781529770278

Fornell, C., & Bookstein, F. L. (1982). Two Structural Equation Models: LISREL and PLS Applied to Consumer Exit-Voice Theory. *Journal of Marketing Research*, *19*(4), 440–452. https://doi.org/10.1177/002224378201900406

Fornell, C., & Larcker, D. F. (1981). Structural Equation Models with Unobservable Variables and Measurement Error: Algebra and Statistics. *Journal of Marketing Research*, *18*(3), 382. https://doi.org/10.2307/3150980

Galinsky, A. D., & Moskowitz, G. B. (2000). Perspective-taking: Decreasing stereotype expression, stereotype accessibility, and in-group favoritism. *Journal of Personality and Social Psychology*, *78*(4), 708–724. https://doi.org/10.1037/0022-3514.78.4.708

Gao, A., & Jiang, J. (2019). Perceived empowering leadership, harmonious passion, and employee voice: The moderating role of job autonomy. *Frontiers in Psychology*, *10*(JULY). https://doi.org/10.3389/fpsyg.2019. 01484

Gao, L., Janssen, O., & Shi, K. (2011). Leader trust and employee voice: The moderating role of empowering leader behaviors. *Leadership Quarterly*, *22*(4), 787–798. https://doi.org/10.1016/J.LEAQUA.2011.05.015

Gray, H. L. (1987). Gender considerations in school management: Masculine and feminine leadership styles. *School Organisation*, *7*(3), 297–302. https://doi.org/10.1080/0260136870070305

Greguras, G. J., & Diefendorff, J. M. (2009). Different Fits Satisfy Different Needs: Linking Person-Environment Fit to Employee Commitment and Performance Using Self-Determination Theory. *Journal of Applied Psychology*, *94*(2), 465–477. https://doi.org/10.1037/A0014068

Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, *60*(2), 159–170. https://doi.org/ 10.1037/H0076546

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: test of a theory. *Organizational Behavior and Human Performance*, *16*(2), 250–279. https://doi.org/10.1016/0030-5073(76) 90016-7

Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, *109*, 101–110. https://doi.org/10.1016/J.JBUSRES. 2019.11.069

Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021a). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. https://doi.org/10.1007/978-3-030-80519-7

Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021b). *The SEMinR Package*. 49–74. https://doi.org/10.1007/978-3-030-80519-7_3

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2012). Partial Least Squares: The Better Approach to Structural Equation Modeling? *Long Range Planning*, *45*(5–6), 312–319. https://doi.org/10.1016/J.LRP.2012.09.011

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance. *Long Range Planning*, *46*(1–2), 1–12. https://doi.org/10.1016/J.LRP.2013.01.001

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2018). When to use and how to report the results of PLS-SEM. *European Business Review*, 00–00. https://doi.org/10.1108/EBR-11-2018-0203

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, *26*(2), 106–121. https://doi.org/10.1108/EBR-10-2013-0128

Hair, J. F., Sarstedt, M., Matthews, L. M., & Ringle, C. M. (2016). Identifying and treating unobserved heterogeneity with FIMIX-PLS: part I – method. *European Business Review*, *28*(1), 63–76. https://doi.org/10.1108/EBR-09-2015-0094

Hair, J. F., Sarstedt, M., & Ringle, C. M. (2019). Rethinking some of the rethinking of partial least squares. *European Journal of Marketing*, *53*(4), 566–584. https://doi.org/10.1108/EJM-10-2018-0665

Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017a). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management and Data Systems*, *117*(3), 442–458. https://doi.org/10.1108/IMDS-04-2016-0130

Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017b). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management and Data Systems*, *117*(3), 442–458. https://doi.org/10.1108/IMDS-04-2016-0130

Hair Jr., J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, *1*(2), 107. https://doi.org/10.1504/IJMDA.2017.10008574

Hall, J. A., & Schwartz, R. (2019). Empathy present and future. *Journal of Social Psychology*, *159*(3), 225–243. https://doi.org/10.1080/00224545.2018.1477442

Hashemiamin, A., & Ramezani, Y. (2022). The Mediating Role of Employee Work Engagement in the Relationship between Leadership Psychological Skills and Employee Voice Behavior. *Iranian Journal of Management*

Studies, *15*(4), 759–772. https://doi.org/10.22059/IJMS.2021.321759.67 4514

Hassan, S. (2013). Does Fair Treatment in the Workplace Matter? An Assessment of Organizational Fairness and Employee Outcomes in Government. *American Review of Public Administration*, *43*(5), 539–557. https://doi.org/10.1177/0275074012447979

Hassi, A., Rohlfer, S., & Jebsen, S. (2022). Empowering leadership and innovative work behavior: the mediating effects of climate for initiative and job autonomy in Moroccan SMEs. *EuroMed Journal of Business*, *17*(4), 503–518. https://doi.org/10.1108/EMJB-01-2021-0010

He, G., Liu, P., Zheng, X., Zheng, L., Hewlin, P. F., & Yuan, L. (2023). Being proactive in the age of AI: exploring the effectiveness of leaders' AI symbolization in stimulating employee job crafting. *Management Decision*, *61*(10), 2896–2919. https://doi.org/10.1108/MD-10-2022-1390

Herring, C. (2009). Does diversity pay?: Race, gender, and the business case for diversity. *American Sociological Review*, *74*(2), 208–224. https://doi. org/10.1177/000312240907400203

Hetland, J., Hetland, H., Bakker, A. B., & Demerouti, E. (2018). Daily transformational leadership and employee job crafting: The role of promotion focus. *European Management Journal*, *36*(6), 746–756. https://doi.org/10.1016/j.emj.2018.01.002

Ho, J., & Nesbit, P. L. (2014). Self-Leadership in a Chinese Context: Work Outcomes and the Moderating Role of Job Autonomy. *Group and Organization Management*, *39*(4), 389–415. https://doi.org/10.1177/1059 601114539389

Hodson, T. O. (2022). Root-mean-square error (RMSE) or mean absolute error (MAE): when to use them or not. *Geoscientific Model Development*, *15*(14), 5481–5487. https://doi.org/10.5194/GMD-15-5481-2022

Hoe, J., & Hoare, Z. (2012). Understanding quantitative research: part 1. *Nursing Standard (Royal College of Nursing (Great Britain) : 1987)*, *27*(15–17). https://doi.org/10.7748/ns2012.12.27.15.52.c9485

Holton, E. F., & Burnett, M. F. (2005). The basics of quantitative research. *Research in Organizations: Foundations and Methods of Inquiry*, *7*(1), 29–44. https://books.google.com/books?hl=en&lr=&id=AyMZt9AodEEC&oi=fnd&pg=PA29&dq=Holton,+E.+F.,+%26+Burnett,+M.+F.+(2005).+The+basics+of+quantitative+research.+Research+in+organizations:+Foundations+and+methods+of+inquiry,+29-44.&ots=N6vpIu_O4f&sig=SDCLRQll0mSi

Hong, S. H., Kwon, N., & Kim, M. S. (2020). Daily job crafting helps those who help themselves more: The moderating role of job autonomy and leader support. *International Journal of Environmental Research and Public Health*, *17*(6). https://doi.org/10.3390/ijerph17062045

Hsiung, H.-H. (2012). Authentic Leadership and Employee Voice Behavior: A Multi-Level Psychological Process. *Journal of Business Ethics*, *107*(3), 349–361. https://doi.org/10.1007/s10551-011-1043-2

Husain, Z. (2013). Effective Communication brings successful organizational change. *The Business and Management Review*, *3*(2), 43–50. http://www.abrmr.com/myfile/conference_proceedings/Con_Pro_12315/7-dubai13.pdf

Jacobsen, D. I. (2022). Room for leadership? A comparison of perceived managerial job autonomy in public, private and hybrid organizations. *International Public Management Journal*. https://doi.org/10.1080/10967 494.2022.2077491

Jain, P., & Duggal, T. (2018). Transformational leadership, organizational commitment, emotional intelligence and job autonomy: Empirical analysis on the moderating and mediating variables. *Management Research Review*, *41*(9), 1033–1046. https://doi.org/10.1108/MRR-01-2018-0029

Johanson, J. C. (2008). Perceptions of femininity in leadership: Modern trend or classic component? *Sex Roles*, *58*(11–12), 784–789. https://doi.org/ 10.1007/s11199-008-9398-2

Johnson, R. B., & Onwuegbuzie, A. J. (2007). Toward a Definition of Mixed Methods Research. *Journal of Mixed Methods Research*, *1*(2), 112–133. https://doi.org/10.1177/1558689806298224

Jolly, P. M., & Lee, L. (2021). Silence is not Golden: Motivating Employee Voice through Inclusive Leadership. *Journal of Hospitality and Tourism Research*, *45*(6), 1092–1113. https://doi.org/10.1177/1096348020963699

Joseph, S., & Shetty, N. (2022). An empirical study on the impact of employee voice and silence on destructive leadership and organizational culture. *Asian Journal of Business Ethics*, *11*, 85–109. https://doi.org/10.1007/ s13520-022-00155-0

KA, Z., & Aboobaker, N. (2020). Spiritual leadership and intention to stay: examining the mediating role of employee voice behaviour. *Journal of Management Development*, *40*(5), 352–364. https://doi.org/10.1108/J MD-05-2019-0182

Kachniewska, M., & Para, A. (2023). Feminine vs. Masculine: Expectations of Leadership Styles in Hotels during the COVID-19 Pandemic. *Sustainability (Switzerland)*, *15*(13). https://doi.org/10.3390/su151310 602

Kalshoven, K., Den Hartog, D. N., & de Hoogh, A. H. B. (2013). Ethical leadership and followers' helping and initiative: The role of demonstrated responsibility and job autonomy. *European Journal of Work and Organizational Psychology*, *22*(2), 165–181. https://doi.org/10.1080/ 1359432X.2011.640773

Kao, K. Y., Hsu, H. H., Thomas, C. L., Cheng, Y. C., Lin, M. T., & Li, H. F. (2022). Motivating employees to speak up: Linking job autonomy, P-O fit, and employee voice behaviors through work engagement. *Current Psychology*, *41*(11), 7762–7776. https://doi.org/10.1007/S12144-020-012 22-0

Kark, R. (2004). The transformational leader: Who is (s)he? A feminist perspective. *Journal of Organizational Change Management*, *17*(2), 160–176. https://doi.org/10.1108/09534810410530593

Kattenbach, R., Demerouti, E., & Nachreiner, F. (2010). Flexible working times: Effects on employees' exhaustion, work-nonwork conflict and job performance. *Career Development International*, *15*(3), 279–295. https://doi.org/10.1108/13620431011053749

Khalil, S. H., Shah, S. M. A., & Khalil, S. M. (2023). Servant Leadership, Job Crafting Behaviours, and Work Outcomes: Does Employee Conscientiousness Matters? *Journal of the Knowledge Economy*. https://doi.org/10.1007/s13132-023-01290-0

Khan, F. (2023). Transformational leadership and teacher work performance: Mediating effect of job autonomy and trust in school principal – insights from senior secondary school data in India. *Educational Management Administration and Leadership*. https://doi.org/10.1177/17411432231 172359

Kim, M., & Beehr, T. A. (2018). Can Empowering Leaders Affect Subordinates' Well-Being and Careers Because They Encourage Subordinates' Job Crafting Behaviors? *Journal of Leadership and Organizational Studies*, *25*(2), 184–196. https://doi.org/10.1177/15480 51817727702

Kim, M., & Beehr, T. A. (2020). Job crafting mediates how empowering leadership and employees' core self-evaluations predict favourable and unfavourable outcomes. *European Journal of Work and Organizational Psychology*, *29*(1), 126–139. https://doi.org/10.1080/1359432X.2019.16 97237

Kim, S., & Ishikawa, J. (2021). Employee voice mechanisms, transformational leadership, group prototypicality, and voice behaviour: a comparison of portfolio career workers in Japan, Korea and China. *Asia Pacific Business Review*, *27*(1), 111–144. https://doi.org/10.1080/13602381.2021.1846963

Kim, S., Noh, G., & Miao, S. (2022). Authentic leadership and employee voice behavior: the effect of Chinese employees' Zhongyong thinking. *International Journal of Organization Theory and Behavior*, *25*(3–4), 167–185. https://doi.org/10.1108/IJOTB-01-2022-0016

Kim, Y., Lee, E., Kang, M., & Yang, S.-U. (2023). Understanding the Influence of Authentic Leadership and Employee-Organization Relationships on Employee Voice Behaviors in Response to Dissatisfying Events at Work. *Management Communication Quarterly*, *37*(1), 64–98. https://doi.org/10.1177/08933189221085562

Kock, N., & Lynn, G. S. (2012). Lateral collinearity and misleading results in variance-based SEM: An illustration and recommendations. *Journal of the Association for Information Systems*, *13*(7), 546–580. https://doi.org/10.17705/1JAIS.00302

Kolade, O. J., & Kehinde Obasan. (2013). Glass ceiling and women career advancement: Evidence from Nigerian construction industry. *Iranian Journal of Management Studies (IJMS)*, *6*(1), 77–97.

Laguerre, R. A. (2021). Evaluating hypotheses with dominance analysis. *Industrial and Organizational Psychology*, *14*(4), 514–517. https://doi.org/10.1017/iop.2021.109

Lee, J., & Kang, J. (2018). A Study on Job Satisfaction Factors in Retention and Turnover Groups using Dominance Analysis and LDA Topic Modeling with Employee Reviews on Glassdoor.com. *ICIS 2017: Transforming Society with Digital Innovation*. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85126507204&partnerID=40&md5=435ca4f64232a135383e0419823646ef

Leong, F. (2014). Positivist Paradigm. In *Encyclopedia of Counseling*. https://doi.org/10.4135/9781412963978.n249

Li, Y., & Sun, J.-M. (2015). Traditional Chinese leadership and employee voice behavior: A cross-level examination. *Leadership Quarterly*, *26*(2), 172–189. https://doi.org/10.1016/j.leaqua.2014.08.001

Liang, S.-G. (2017). Linking leader authentic personality to employee voice behaviour: a multilevel mediation model of authentic leadership development. *European Journal of Work and Organizational Psychology*, *26*(3), 434–443. https://doi.org/10.1080/1359432X.2017.1293656

Liang, T.-L., Chang, H.-F., Ko, M.-H., & Lin, C.-W. (2017). Transformational leadership and employee voices in the hospitality industry. *International Journal of Contemporary Hospitality Management*, *29*(1), 374–392. https://doi.org/10.1108/IJCHM-07-2015-0364

Lichtenthaler, P. W., & Fischbach, A. (2018). Leadership, job crafting, and employee health and performance. *Leadership and Organization Development Journal*, *39*(5), 620–632. https://doi.org/10.1108/LODJ-07-2017-0191

Lin, M., Ling, Q., Liu, Y., & Hu, R. (2021). The effects of service climate and internal service quality on frontline hotel employees' service-oriented behaviors. *International Journal of Hospitality Management*, *97*. https://doi.org/10.1016/J.IJHM.2021.102995

Liu, F., Chow, I. H.-S., Gong, Y., & Huang, M. (2020). Affiliative and aggressive humor in leadership and their effects on employee voice: a serial mediation model. *Review of Managerial Science*, *14*(6), 1321–1339. https://doi.org/10.1007/s11846-019-00334-7

Liu, X., Baranchenko, Y., An, F., Lin, Z., & Ma, J. (2021). The impact of ethical leadership on employee creative deviance: the mediating role of job autonomy. *Leadership and Organization Development Journal*, *42*(2), 219–232. https://doi.org/10.1108/LODJ-01-2020-0026

Luu, T. T. (2021). Activating job crafting in public services: the roles of discretionary human resource practices and employee use of normative public values. *Public Management Review*, *23*(8), 1184–1216. https://doi.org/10.1080/14719037.2020.1730942

Ma, Q. K., Mayfield, M., & Mayfield, J. (2018). Keep them on-board! How organizations can develop employee embeddedness to increase employee retention. *Development and Learning in Organizations*, *32*(4), 5–9. https://doi.org/10.1108/DLO-11-2017-0094

Mackenzie, S. B., Podsakoff, P. M., & Podsakoff, N. P. (2011). Challenge-oriented organizational citizenship behaviors and organizational effectiveness: Do challenge-oriented behaviors really have an impact on the organization's bottom line? *Personnel Psychology*, *64*(3), 559–592. https://doi.org/10.1111/J.1744-6570.2011.01219.X

Madi Odeh, R. B. S., Obeidat, B. Y., Jaradat, M. O., Masa'deh, R., & Alshurideh, M. T. (2023). The transformational leadership role in achieving organizational resilience through adaptive cultures: the case of Dubai service sector. *International Journal of Productivity and Performance Management*, *72*(2), 440–468. https://doi.org/10.1108/IJPPM-02-2021-0093

Mäkikangas, A., Bakker, A. B., & Schaufeli, W. B. (2017). Antecedents of daily team job crafting. *European Journal of Work and Organizational Psychology*, *26*(3), 421–433. https://doi.org/10.1080/1359432X.2017.1289920

Malik, P. (2023). Individual-focused transformational leadership and change-oriented organizational citizenship behavior: mediating and moderating mechanisms of job crafting and employee resilience. *Journal of Organizational Effectiveness*. https://doi.org/10.1108/JOEPP-05-2022-0120

Mange, J., Mauduy, M., Sénémeaud, C., Bagneux, V., Cabé, N., Jacquet, D., Leconte, P., Margas, N., Mauny, N., Ritz, L., Gierski, F., & Beaunieux, H. (2021). What really matters in binge drinking: A dominance analysis of binge drinking psychological determinants among University students. *Addictive Behaviors Reports*, *13*. https://doi.org/10.1016/j.abrep.2021.100346

Marinakou, E. (2012). *An investigation of gender influences on transformational leadership style in the Greek hospitality industry*. https://scholar.archive.org/work/wx532hu3brdadkgcjrz5habgfm/access/wayback/https://stax.strath.ac.uk/downloads/bc386j44x

McCusker, K., & Gunaydin, S. (2015). Research using qualitative, quantitative or mixed methods and choice based on the research. *Perfusion (United Kingdom)*, *30*(7), 537–542. https://doi.org/10.1177/0267659114559116

Mehboob, F., Haque, R., & Othman, N. (2023). When employees' become change agents: Unfolding the mechanism promoting the change supportive behavior. *Organizatsionnaya Psikhologiya*, *13*(1), 203–220. https://doi.org/10.17323/2312-5942-2023-13-1-203-220

Mensah, I., & Blankson, E. J. (2013). Determinants of hotels' environmental performance: Evidence from the hotel industry in Accra, Ghana. *Journal of Sustainable Tourism*, *21*(8), 1212–1231. https://doi.org/10.1080/09 669582.2013.776058

Morais, U. P., Pena, J., Shacket, K., Sintilus, L., Ruiz, R., Rivera, Y., & Mujtaba, B. G. (2014). Managing Diverse Employees at Starbucks: Focusing on Ethics and Inclusion. *International Journal of Learning and Development*, *4*(3), 35. https://doi.org/10.5296/IJLD.V4I3.5994

Moran, B. B. (1992). *Gender differences in leadership*. https://www.ideals. illinois.edu/items/7750/bitstreams/27115/data.pdf

Morgeson, F. P., Delaney-Klinger, K., & Hemingway, M. A. (2005). The importance of job autonomy, cognitive ability, and job-related skill for predicting role breadth and job performance. *Journal of Applied Psychology*, *90*(2), 399–406. https://doi.org/10.1037/0021-9010.90.2.399

Morrison, E. W. (2011). Employee Voice Behavior: Integration and Directions for Future Research. *Academy of Management Annals*, *5*(1), 373–412. https://doi.org/10.5465/19416520.2011.574506

Morrison, E. W. (2014). Employee Voice and Silence. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*, 173–197. https://doi.org/10.1146/ANNUREV-ORGPSYCH-031413-091328

Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative & qualitative apporaches* (2nd ed., Vol. 2). Acts press.

Mugenda, O., & Mugenda, A. (2019). Research Methods: Quantitative & Qualitative Approaches. In *Olive M. Mugenda and Abel G. Mugenda* (Vol. 1). https://exampapers.must.ac.ke/wp-content/uploads/2023/03/EEL-3201-READING-AND-WRITING-SKILLS-IN-ENGLISH.docx-1.pdf

Mulyana, O. P., & Izzati, U. A. (2022). Job Autonomy and Teacher Career Commitment in Educational. *IJORER : International Journal of Recent Educational Research*, *3*(6), 737–749. https://doi.org/10.46245/IJORER.V3I6.264

Mumtaz, B., Azhar, A., Abdullah, M. I., & Khan, A. A. (2023). Examining the relationship of paternalistic leadership, extent of centralisation and employee's voice behaviour. *International Journal of Work Organisation and Emotion*, *14*(1), 101–118. https://doi.org/10.1504/IJWOE.2023.130243

Mutalib, M. A., & Abdul Ghani, A. H. (2013). Leadership traits, leadership behavior, and job autonomy of imams in peninsular Malaysia: A moderated mediation analysis. *International Journal of Business and Society*, *14*(1), 17–40. https://www.scopus.com/inward/record.uri?eid=2-s2.0-84880096954&partnerID=40&md5=72a723780db3ccb0d603218b99b3b3db

Naghian, A. A., & Soltani, I. (2017). Impact of effectiveness of employees' voice with self-leadership strategies (case study: Iran insurance company of isfahan). *International Journal of Applied Business and Economic Research*, *15*(5), 177–184. https://www.scopus.com/inward/record.uri?

eid=2-s2.0-85016419668&partnerID=40&md5=9c62723287fa941987d8 b2019736cbe1

Nazir, S., Shafi, A., Asadullah, M. A., Qun, W., & Khadim, S. (2020). Linking paternalistic leadership to follower's innovative work behavior: the influence of leader–member exchange and employee voice. *European Journal of Innovation Management*, *24*(4), 1354–1378. https://doi.org/10. 1108/EJIM-01-2020-0005

Ng, C. W., & Pine, R. (2003). Women and men in hotel management in Hong Kong: Perceptions of gender and career development issues. *International Journal of Hospitality Management*, *22*(1), 85–102. https://doi.org/10.1016/S0278-4319(02)00077-4

Ng, K.-Y., Ang, S., & Chan, K.-Y. (2008). Personality and Leader Effectiveness: A Moderated Mediation Model of Leadership Self-Efficacy, Job Demands, and Job Autonomy. *Journal of Applied Psychology*, *93*(4), 733–743. https://doi.org/10.1037/0021-9010.93.4.733

Nwokeiwu, J. (2009). *Analysis of gender role socialisation influence on perception of leadership style of males and females*. https://ukzn-dspace.ukzn.ac.za/handle/10413/7939

Onyemaechi, U., Chinyere, U. P., & Emmanuel, U. (2018). Impact of Telecommuting on Employees' Performance. *Journal of Economics and Management Sciences*, p54. https://doi.org/10.30560/JEMS.V1N3P54

Oprea, B., Miulescu, A., & Iliescu, D. (2022). Followers' job crafting: relationships with full-range leadership model. *Current Psychology*, *41*(7), 4219–4230. https://doi.org/10.1007/s12144-020-00950-7

Osborne, S., & Hammoud, M. S. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*, *16*(1), 50–67. https://doi.org/10.5590/ijamt.2017.16.1.04

Ottenbacher, M., & Gnoth, J. (2005). How to develop successful hospitality innovation. *Cornell Hotel and Restaurant Administration Quarterly*, *46*(2), 205–222. https://doi.org/10.1177/0010880404271097

Pattnaik, S. C., & Sahoo, R. (2021). Transformational leadership and organizational citizenship behaviour: the role of job autonomy and supportive management. *Management Research Review*, *44*(10), 1409–1426. https://doi.org/10.1108/MRR-06-2020-0371

Peng, J.-C., & Chen, S. W. (2022). In search of a cross-level mechanism linking paternalistic leadership to employee voice behavior. *Management Decision*, *60*(8), 2238–2255. https://doi.org/10.1108/MD-04-2021-0454

Petrou, P., Demerouti, E., Peeters, M. C. W., Schaufeli, W. B., & Hetland, J. (2012). Crafting a job on a daily basis: Contextual correlates and the link to work engagement. *Wiley Online LibraryP Petrou, E Demerouti, MCW Peeters, WB Schaufeli, J HetlandJournal of Organizational Behavior, 2012•Wiley Online Library*, *33*(8), 1120–1141. https://doi.org/10.1002/job.1783

Potnuru, R. K. G., Sharma, R., & Sahoo, C. K. (2023). Employee Voice, Employee Involvement, and Organizational Change Readiness: Mediating Role of Commitment-to-Change and Moderating Role of Transformational Leadership. *Business Perspectives and Research*, *11*(3), 355–371. https://doi.org/10.1177/22785337211043962

Qi, Y., & Ming-Xia, L. (2014). Ethical leadership, organizational identification and employee voice: examining moderated mediation process in the Chinese insurance industry. *Asia Pacific Business Review*, *20*(2), 231–248. https://doi.org/10.1080/13602381.2013.823712

Queirós, A., Faria, D., & Almeida, F. (2017). Strengths and limitations of qualitative and quantitative research methods. *European Journal of Education Studies*.

Rafique, N., Afshan, G., & Ahmed, F. (2023). Role of authentic leadership in enhancing employees' voice behavior through psychological capital during COVID-19 pandemic. *Asia-Pacific Journal of Business Administration*. https://doi.org/10.1108/APJBA-04-2022-0156

Rahi, S. (2017a). Research Design and Methods: A Systematic Review of Research Paradigms, Sampling Issues and Instruments Development. *International Journal of Economics & Management Sciences*, *06*(02). https://doi.org/10.4172/2162-6359.1000403

Rahi, S. (2017b). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Management Sciences*, *6*(2), 1–5. https://doi.org/10.4172/2162-6359.1000403

Ramamoorthy, N., Flood, P. C., Slattery, T., & Sardessai, R. (2005). Determinants of Innovative Work Behaviour: Development and Test of an Integrated Model. *Creativity and Innovation Management*, *14*(2), 142–150. https://doi.org/10.1111/J.1467-8691.2005.00334.X

Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*, *28*(2), 190–203. https://doi.org/10.1016/J.HRMR.2017.07.002

Rasheed, M. A., Shahzad, K., & Nadeem, S. (2021). Transformational leadership and employee voice for product and process innovation in SMEs. *Innovation and Management Review*, *18*(1), 69–89. https://doi.org/10.1108/INMR-01-2020-0007

Raub, S. P. (2018). Perceived Insider Status and Job Design Predict Job Attitudes and Work Performance of Restaurant Employees. *Journal of Hospitality and Tourism Research*, *42*(6), 880–903. https://doi.org/10.1177/1096348016654974

Rehman, U., Shahnawaz, M. G., & Imran, M. (2017). Machiavellianism and task oriented leadership: Testing job autonomy as a trait activator. *Turk Psikoloji Dergisi*, *32*(78), 24–30. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85040936181&partnerID=40&md5=74041c574a5dc6b3533772f9e7b16fcf

Roberts, W. (2017). Trust, empathy and time: Relationship building with families experiencing vulnerability and disadvantage in early childhood education and care services. *Australasian Journal of Early Childhood*, *42*(4), 4–12. https://doi.org/10.23965/AJEC.42.4.01

Robson, C. (2002). *Real world research: A resource for social scientists and practitioner-researchers*.

Rowley, J. (2014). Designing and using research questionnaires. *Management Research Review*, *37*(3), 308–330. https://doi.org/10.1108/MRR-02-2013-0027/FULL/

Ruiz-Palomino, P., Hernández-Perlines, F., Jiménez-Estévez, P., & Gutiérrez-Broncano, S. (2019). CEO servant leadership and firm innovativeness in hotels: A multiple mediation model of encouragement of participation and employees' voice. *International Journal of Contemporary Hospitality Management*, *31*(4), 1647–1665. https://doi.org/10.1108/IJCHM-01-2018-0023

Salih, M. A., & Salih, R. M. (2021). The impact of paternalistic leadership practices on the employees' voice behavior. *Academy of Strategic Management Journal*, *20*(Special Issue 2), 1–21. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85111268503&partnerID=40&md5=ed30be236b48b7952795328d9b3bc7b4

Salmerón Gómez, R., García Pérez, J., López Martín, M. D. M., & García, C. G. (2016). Collinearity diagnostic applied in ridge estimation through the variance inflation factor. *Journal of Applied Statistics*, *43*(10), 1831–1849. https://doi.org/10.1080/02664763.2015.1120712

Saman, C., & Szeles, M. R. (2020). Transmission of monetary policy to asset prices: Evidence using stochastic volatility models. *Transformations in Business and Economics*, *19*(2), 875–885. https://www.scopus.com/inward/record.uri?eid=2-s2.0-85096898348&partnerID=40&md5=a200a5f74283aec13eed547b1beb0cb5

Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Treating unobserved heterogeneity in PLS-SEM: A multi-method approach. *Partial Least Squares Path Modeling: Basic Concepts, Methodological Issues and Applications*, 197. https://doi.org/10.1007/978-3-319-64069-3_9

Sarstedt, M., Ringle, C. M., Smith, D., Reams, R., & Hair, J. F. (2014). Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy*, *5*(1), 105–115. https://doi.org/10.1016/J.JFBS.2014.01.002

Shakil, R. M., Memon, M. A., & Ting, H. (2021). Inclusive leadership and innovative work behaviour: the mediating role of job autonomy. *Quality and Quantity*. https://doi.org/10.1007/s11135-021-01102-0

Shore, L. M., Cleveland, J. N., & Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, *28*(2), 176–189. https://doi.org/10.1016/J.HRMR.2017.07.003

Siedlecki, S. L. (2020). Understanding Descriptive Research Designs and Methods. *Clinical Nurse Specialist*, *34*(1), 8–12. https://doi.org/10.1097/NUR.0000000000000493

Solberg, E., & Wong, S. I. (2016). Crafting one's job to take charge of role overload: When proactivity requires adaptivity across levels. *Leadership Quarterly*, *27*(5), 713–725. https://doi.org/10.1016/j.leaqua.2016.03.001

Song, Y., Tian, Q.-T., & Kwan, H. K. (2022). Servant leadership and employee voice: a moderated mediation. *Journal of Managerial Psychology*, *37*(1), 1–14. https://doi.org/10.1108/JMP-02-2020-0077

Soomro, B. A., Memon, M., & Shah, N. (2021). Paternalistic leadership style, employee voice and creativity among entrepreneurs: empirical evidence from SMEs of a developing country. *Management Decision*, *59*(2), 285–305. https://doi.org/10.1108/MD-11-2018-1207

Spector, P. E. (1986). Perceived Control by Employees: A Meta-Analysis of Studies Concerning Autonomy and Participation at Work. *Human Relations*, *39*(11), 1005–1016. https://doi.org/10.1177/001872678603901 104

Spence Laschinger, H. K., Finegan, J., & Shamian, J. (2001). The impact of workplace empowerment, organizational trust on staff nurses' work satisfaction and organizational commitment. *Health Care Management Review*, *26*(3), 7–23. https://doi.org/10.1097/00004010-200107000-000 02

Sreejesh, S., Mohapatra, S., & Anusree, M. R. (2014). Business Research Design: Exploratory, Descriptive and Causal Designs. *Business Research Methods*, 25–103. https://doi.org/10.1007/978-3-319-00539-3_3

Sulphey, M. M., & Jasim, K. M. (2022). Paradoxical leadership as a moderating factor in the relationship between organizational silence and employee voice: an examination using SEM. *Leadership and Organization Development Journal*, *43*(3), 457–481. https://doi.org/10 .1108/LODJ-02-2021-0075

Svendsen, M., Unterrainer, C., & Jønsson, T. F. (2018). The Effect of Transformational Leadership and Job Autonomy on Promotive and Prohibitive Voice: A Two-Wave Study. *Journal of Leadership and*

Organizational Studies, *25*(2), 171–183. https://doi.org/10.1177/1548051817750536

Syed, J., & Murray, P. A. (2008). A cultural feminist approach towards managing diversity in top management teams. *Equal Opportunities International*, *27*(5), 413–432. https://doi.org/10.1108/02610150810882288

Takeuchi, R., Chen, G., & Lepak, D. P. (2009). Through the looking glass of a social system: Cross-level effects of high-performance work systems on employees' attitudes. *Personnel Psychology*, *62*(1), 1–29. https://doi.org/10.1111/J.1744-6570.2008.01127.X

Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical*. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4205511/

Thompson, S. (2012). *Sampling*. https://books.google.com/books?hl=en&lr=&id=9MYjqz4ppXkC&oi=fnd&pg=PR15&dq=thompson+2012+sampling&ots=p3JvIATvpI&sig=pKqElk-t7_VMYIQrwlyNnC0gPrU

Tims, M., & Bakker, A. B. (2013). Job design and employee engagement. In *Employee Engagement in Theory and Practice* (pp. 131–148). Taylor and Francis. https://doi.org/10.4324/9780203076965-17

Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, *80*(1), 173–186. https://doi.org/10.1016/J.JVB.2011.05.009

Trochim, W., & Donnelly, J. P. (2007). *The research methods knowledge base* (Mason, Ed.; 3rd ed.). OH: Thompson Publishing Group.

Tuan, L. T. (2022). Tourism employee ambidexterity: The roles of servant leadership, job crafting, and perspective taking. *Journal of Hospitality and Tourism Management*, *51*, 53–66. https://doi.org/10.1016/j.jhtm.2022.02.019

Tummers, L., Steijn, B., Nevicka, B., & Heerema, M. (2018). The Effects of Leadership and Job Autonomy on Vitality: Survey and Experimental Evidence. *Review of Public Personnel Administration*, *38*(3), 355–377. https://doi.org/10.1177/0734371X16671980

Ullah, I., Kayani, N. Z., & Mahmood, A. (2020). Fostering innovative performance through ethical leadership: Examining the mediating role of employee voice. *European Journal of International Management*, *14*(4), 672–692. https://doi.org/10.1504/ejim.2020.107608

van Dorssen-Boog, P., de Jong, J., Veld, M., & Van Vuuren, T. (2020). Self-Leadership Among Healthcare Workers: A Mediator for the Effects of Job Autonomy on Work Engagement and Health. *Frontiers in Psychology*, *11*. https://doi.org/10.3389/fpsyg.2020.01420

van Dorssen-Boog, P., van Vuuren, T., de Jong, J., & Veld, M. (2022). Healthcare workers' autonomy: testing the reciprocal relationship between job autonomy and self-leadership and moderating role of need for job autonomy. *Journal of Health Organization and Management*, *36*(9), 212–231. https://doi.org/10.1108/JHOM-04-2022-0106

Van Dyne, L., Ang, S., & Botero, I. G. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of Management Studies*, *40*(6), 1359–1392. https://doi.org/10.1111/1467-6486.00384

Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, *41*(1), 108–119. https://doi.org/10.2307/256902

van Wingerden, J., Bakker, A. B., & Derks, D. (2017). The longitudinal impact of a job crafting intervention. *European Journal of Work and Organizational Psychology*, *26*(1), 107–119. https://doi.org/10.1080/13 59432X.2016.1224233

Van Woerkom, M., & Meyers, M. C. (2015). My strengths count!: Effects of a strengths-based psychological climate on positive affect and job performance. *Human Resource Management*, *54*(1), 81–103. https://doi. org/10.1002/HRM.21623

Vogel, R. M., Rodell, J. B., & Lynch, J. W. (2016). Engaged and productive misfits: How job crafting and leisure activity mitigate the negative effects of value incongruence. *Academy of Management Journal*, *59*(5), 1561– 1584. https://doi.org/10.5465/AMJ.2014.0850

Walumbwa, F. O., & Lawler, J. J. (2003). Building effective organizations: Transformational leadership, collectivist orientation, work-related attitudes and withdrawal behaviours in three emerging economies. *International Journal of Human Resource Management*, *14*(7), 1083– 1101. https://doi.org/10.1080/0958519032000114219

Wang, A.-C. (2010). When does benevolent leadership lead to creativity? The moderating role of creative role identity and job autonomy. *Development and Learning in Organizations: An International Journal*, *24*(5), 3–14. https://doi.org/10.1108/dlo.2010.08124ead.004

Wang, A.-C., & Cheng, B.-S. (2010). When does benevolent leadership lead to creativity? The moderating role of creative role identity and job autonomy. *Journal of Organizational Behavior*, *31*(1), 106–121. https://doi.org/10.1002/job.634

Wang, J. (2021). Research on the Influence of Dynamic Work Environment on Employees' Innovative Performance in the Post-epidemic Era – The Role of Job Crafting and Voice Behavior. *Frontiers in Psychology*, *12*. https://doi.org/10.3389/FPSYG.2021.795218/FULL

Wang, X., Guchait, P., Lee, J., & Back, K. J. (2019). The importance of psychological safety and perceived fairness among hotel employees: The examination of antecedent and outcome variables. *Journal of Human Resources in Hospitality and Tourism*, *18*(4), 504–528. https://doi.org/ 10.1080/15332845.2019.1626964

Wang, Z., Xu, S., Sun, Y., & Liu, Y. (2019). Transformational leadership and employee voice: an affective perspective. *Frontiers of Business Research in China*, *13*(1). https://doi.org/10.1186/s11782-019-0049-y

Weeks, J. (2020). *Population: An introduction to concepts and issues*. https://books.google.com/books?hl=en&lr=&id=FQfFDwAAQBAJ&oi=f nd&pg=PP1&dq=Weeks,+2020&ots=PUJUrssImx&sig=5q37jBjURYv7t ZuEuiqr7ZrGzuU

Weina, Y., Tarnoff, K., & Zhanhao, W. (2021). The influence mechanism of leader negative emotion display on employees' daily job crafting. *Journal of Industrial Engineering and Engineering Management*, *35*(5), 77–88. https://doi.org/10.13587/j.cnki.jieem.2021.05.007

Wen, B., & Chi, C. G. (2023). Conceptualizing ethical leadership in Eastern cultural context and examining its impact on hotel employees' voice behavior. *Journal of Hospitality Marketing and Management*, *32*(7), 947–966. https://doi.org/10.1080/19368623.2023.2211063

Weston, M. J. (2008). Defining control over nursing practice and autonomy. *Journal of Nursing Administration*, *38*(9), 404–408. https://doi.org/10.1097/01.NNA.0000323960.29544.E5

Wickham, H., & Wickham, H. (2016). *Data analysis*. https://link.springer.com/chapter/10.1007/978-3-319-24277-4_9

Wisniewski, B., Zierer, K., & Hattie, J. (2020). The Power of Feedback Revisited: A Meta-Analysis of Educational Feedback Research. *Frontiers in Psychology*, *10*. https://doi.org/10.3389/FPSYG.2019.03087

Wong, S. I., Škerlavaj, M., & Černe, M. (2017). Build Coalitions to Fit: Autonomy Expectations, Competence Mobilization, and Job Crafting. *Human Resource Management*, *56*(5), 785–801. https://doi.org/10.1002/hrm.21805

Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a Job: Revisioning Employees as Active Crafters of Their Work. *The Academy of Management Review*, *26*(2), 179. https://doi.org/10.2307/259118

Wrzesniewski, A., Lobuglio, N., Dutton, J. E., & Berg, J. M. (2013). Job crafting and cultivating positive meaning and identity in work. *Advances in Positive Organizational Psychology*, *1*, 281–302. https://doi.org/10.1108/S2046-410X(2013)0000001015

Wu, T.-Y., Liu, Y.-F., Hua, C.-Y., Lo, H.-C., & Yeh, Y.-J. (2020). Too unsafe to voice? Authoritarian leadership and employee voice in Chinese organizations. *Asia Pacific Journal of Human Resources*, *58*(4), 527–554. https://doi.org/10.1111/1744-7941.12247

Yagil, D., & Oren, R. (2021). Servant leadership, engagement, and employee outcomes: The moderating roles of proactivity and job autonomy. *Revista de Psicologia Del Trabajo y de Las Organizaciones*, *37*(1), 58–65. https://doi.org/10.5093/JWOP2021A1

Yukongdi, V., & Lopa, N. Z. (2017). Entrepreneurial intention: a study of individual, situational and gender differences. *Journal of Small Business and Enterprise Development*, *24*(2), 333–352. https://doi.org/10.1108/JSBED-10-2016-0168

Yusoff, A. S. M., Peng, F. S., Razak, F. Z. A., & Mustafa, W. A. (2020). Discriminant Validity Assessment of Religious Teacher Acceptance: The Use of HTMT Criterion. *Journal of Physics: Conference Series*, *1529*(4). https://doi.org/10.1088/1742-6596/1529/4/042045

Zakariya, R., & Naqvi, S. M. M. R. (2022). Leader instigated task conflict and its effects on employee job crafting; the mediating role of employee attributions. *PLoS ONE*, *17*(12 December). https://doi.org/10.1371/journal.pone.0278329

Zhang, G., & Inness, M. (2019). Transformational leadership and employee voice: a model of proactive motivation. *Leadership and Organization Development Journal*, *40*(7), 777–790. https://doi.org/10.1108/LODJ-01-2019-0017

Zhang, Y., Huai, M.-Y., & Xie, Y.-H. (2015). Paternalistic leadership and employee voice in China: A dual process model. *Leadership Quarterly*, *26*(1), 25–36. https://doi.org/10.1016/j.leaqua.2014.01.002

APPENDIX

UNIVERSITY OF CAPE COAST
COLLEGE OF DISTANCE EDUCATION
DEPARTMENT OF BUSINESS STUDIES

Dear respondent,

The objective of this study is to assess Feminine leadership and job crafting behaviour: the mediating role of employee voice and job autonomy. This study is purely an academic work in partial fulfilment for a Master of Business Administration degree. I therefore appeal to you to answer the following questions as cordially as possible. No form of identity will be disclosed, and the information will be used for purely academic purposes. Thank you in advance for your cooperation.

SECTION A: PERSONAL DATA

These statements are about you. Kindly tick in the box the answer that best describes your response in each of the states.

1. Gender: [1] Male   [2] Female

2. Age (years) of respondent: ……………………….

3. Marital Status: a. Single [ ]   b. Married [ ]
4. Nature of employment status: a. Permanent employment [ ]   b. Contract

   [ ]   c. Outsourced contract [ ]

5. Educational Level: [1] Postgraduate Degree [2] First Degree [3] HND

   [4] SHS

   [5] Professional certificates
6. Type of hotel you work with. Budget [1]   Guesthouse [2]   1-
   Star [3]   2-Star [4]   3-Star [5]   4-Star [6]   5-Star [7]

7. How many years have you worked in your hotel? ……………………….

PART B: FEMININE LEADERSHIP

The following are statements about the feminine leadership duties of your supervisor. Please indicate the extent to which agree to each statement by ticking [√] one number of each item.;

1-   Least level of agreement, 5- Highest level of agreement

Code	Statements	1	2	3	4	5
	My supervisor					
FEL1.	sets high standards for performance by his/her own behaviour.					
FEL2.	works as hard as he/she can.					
FEL3.	works as hard as anyone in my work group.					
FEL4.	sets a good example by the way he/she behave					
FEL5.	leads by example					
FEL6.	helps my work group see areas in which we need more training.					
FEL7.	suggests ways to improve my work group's performance.					
FEL8.	encourages work group members to solve problems together. When we perform well.					
FEL9.	encourages work group members to exchange information with one another.					
FEL10.	provides help to work group members.					
FEL11.	teaches work group member how to solve problems on their own.					
FEL12.	pays attention to my work groups effort.					
FEL13.	supports my work group's efforts.					
FEL14.	Encourages work groupmembers to express ideas/suggestions.					
FEL15.	listens to my work group's ideas and suggestions.					
FEL16.	uses my work group's suggestions to make decisions that affect us.					
FEL17.	gives all work group members a chance to voice their opinions.					
FEL18.	considers my work group's ideas when he/she disagrees with them.					
FEL19.	makes decisions that are based only on his/her own ideas.					
FEL20.	explains company decisions.					
FEL21.	explains company goals.					
FEL22.	explains how my work group fits into the company.					
FEL23.	explains the purpose of the company's policies to my work group.					
FEL24.	explains rules and expectations to my work group.					
FEL25.	explains his/her decisions and actions to my work group.					
FEL26.	cares about work group member's personal problems.					
FEL27.	shows concern for work group members well-being.					

Section 'C': JOB CRAFTING BEHAVIOUR

The following statements describe the items for your job crafting behaviour.

As an employee in the sampled organisation, please indicate the extent to which you agree or disagree to the statement. Where 1 indicates least agreement whiles 7 indicates strongly agree. Please circle the number in the appropriate column.

No	Statement	1	2	3	4	5
JCB1	I introduce new approaches to improve your work					
JCB2	I change the scope or types of tasks that you complete at work					
JCB 3	I introduce new work tasks that you think better suit your skills or interests					
JCB 4	I choose to take on additional tasks at work					
JCB 5	I give preference to work tasks that suit your skills or interests					
JCB 6	I think about how your job gives your life purpose					
JCB 7	I remind yourself about the significance your work has for the success of the organisation					
JCB 8	I remind yourself of the importance of your work for the broader community.					
JCB 9	I think about the ways in which your work positively impacts your life.					
JCB 10	I reflect on the role your job has for your overall well-being					
JCB 11	I try to get to know people well at work					
JCB 12	I organise or attend work related social functions					
JCB 13	I organise special events in the workplace (e.g., celebrating a co-worker's birthday)					
JCB 14	I choose to mentor new employees (officially or unofficially)					
JCB 15	I make friends with people at work who have similar skills or interests.					

Section 'D': EMPLOYEE VOICE

The following statements examines your views on employee voice. Please indicate the extent to which agree to each statement by ticking [√] one number of each item.;

1-   Least level of agreement, 5- Highest level of agreement

	Statement	1	2	3	4	5
EMV 1	The management of my organization is not interested in resolving individual employee problems.					
EMV 2	The management of my organization encourages employees to voice their problems.					
EMV 3	The management of my organization has not provided enough mechanisms (for example, suggestion systems, grievance procedures, etc.) to allow employees to effectively voice their dissatisfaction.					
EMV 4	I get the feeling that my superior does not want to hear about my complaints.					
EMV 5	The personnel manager is open to receiving complaints.					
EMV 6	My boss comes around regularly to keep in touch with any complaints that I may have.					
EMV 7	The personnel manager makes an effort to keep in touch with any complaints that workers have.					
EMV 8	I feel intimidated by my superiors when pursuing a grievance.					
EMV 9	Management views grievances as a challenge to their authority.					
EMV 10	The organization encourages suggestions to improve situations that are dissatisfying to employees.					
EMV 11	The mechanisms to resolve employee problems of my organization are very effective.					
EMV 12	Attempting to change something at work that dissatisfies me would be a waste of time.					

Section 'E': JOB AUTONOMY

The following statements indicate the extent to which you agree how psychological availability is measured in your workplace. Please indicate the extent to which agree to each statement by ticking [√] one number of each item.;

1-   Least level of agreement, 5- Highest level of agreement

	Statement	1	2	3	4	5
JOA1	I am allowed to decide how to go about getting my job done (the methods to use)					
JOA2	I am able to choose the way to go about my job (the procedures to utilize)					
JOA3	I am free to choose the methods to use in carrying out my work					
JOA4	I have control over the scheduling of my work					
JOA5	I have some control over the sequencing of my work activities (when I do what).					
JOA6	My job is such that can decide when to do particular work					
JOA7	My job allows me to modify the normal way we are evaluated so that I can emphasize some aspects of my job and play down others					
JOA8	I am able to modify what my job objectives are (what I am supposed to accomplish).					
JOA9	I have some control over what I am supposed to accomplish (what my supervisor sees as my job objectives).					

Thank you for participating