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*The Effects of Leadership Styles on Employee Well-being  
in Hospitality*

**MASTER THESIS**  
**MSc Human Resource Management**

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I dedicate this thesis, to my beloved grandparents, Antoni and Nina, who raised me with unconditional love.

*Κατά τον δαίμονα εαυτού*

With love,

Antonios Vyzentinis

December in sunny Nicosia, 2021

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## **ABSTRACT**

Leadership plays a key role in any business, regardless of sector. The leadership styles adopted by managers and general leaders of companies, significantly affect the structure and operation of the company, working relationships and consequently the well-being of employees. All this is directly related to the profitability and the development of the competitive advantage of the company. This paper focuses on examining leadership styles in the well-being of employees in the Hospitality sector in Cyprus. A total of 63 participants participated, who are employees of 4 \* and 5 \* hotels, of which 42 were men (66.7%), while 21 were women (33.3%). Regarding the instruments for gathering the necessary data, the Global Transformational Leadership Scale (GLT) (Carless et al., 2000), the Empowering Leadership Scale (ELS) (Amundsen & Martinsen, 2014) and the Employee Well-being General Questionnaire (Van Veldhoven & Broersen, 2003) were used. The results showed that there is a positive correlation between Transformational and Empowering leadership style with employee well-being, which indicates that the more managers and leaders generally adopt the aforementioned styles, the higher the well-being rates of employees. The present work is ancillary to the existing scientific research on the subject of leadership styles and how they affect the well-being of employees. In fact, this issue has not been sufficiently studied in Cyprus, something that this work comes to reinforce with its findings. In other words, it comes to emphasize and bring to light the importance of adoption by hotel managers, both of the transformational and empowering leadership style and their practices, in order for employees to feel more satisfied, commitment increasing their well-being.

## **I. INTRODUCTION**

### **1.1. Background and Importance of the Study**

In all areas of industries, companies are constantly called upon to address issues related to management, human resources and leadership. In order for companies to overcome any obstacle or problem that arises and to disrupt their productivity levels and their competitive advantage, leadership styles must be taken into account. Maintaining and ensuring the well-being of employees is of paramount importance for maintaining the competitive advantage of companies as well as their high level of performance. Employee well-being is significantly linked to the way companies are run and therefore to the different leadership styles that are applied and adopted. Employee well-being is a necessary component, a key point for high performance, maintaining a sense of belonging to the company, a good working environment, motivation and the company's overall reputation to society and people (Erskine & Georgiou, 2018).

Strong and prominent leadership is an important factor in promoting employee well-being, as it affects not only the way the company operates but also the working relationships, the dissemination of team spirit, communication, knowledge transfer and the development of initiatives by the employees themselves (Kara et al., 2013). All these are components of a successful organization, which promote the well-being of its employees leading to the development of their competitiveness in becoming a business.

The importance of the issue of employee well-being is also demonstrated by the fact that the United Nations, which has established the Sustainable Development Goals (SDGs), has a goal (no 3) which refers to: “good health and well-being” (George et al., 2016). The literature is quite limited in the study of leadership in

relation to the study of employee health and well-being (Grant et al., 2007). Also, in the study of business leadership, employee well-being when considered and studied has a mainly ancillary - secondary - role, mainly for the interpretation and explanation of other concepts, as the research interest focuses on the study of the relationship and the impact of leadership in performance (Arnold, 2017; Montano et al., 2017). Thus, as it seems, the well-being of the employees has not received the proper research attention that it deserves as it is inextricably linked to the leadership styles and performance of both the employees and the company.

So, through the adoption of an appropriate leadership style, the leaders, the board, the management of the company can only offer positively to the organization. The right leaders must take into account the employee well-being when formulating their strategic plan, mission and vision of the company, otherwise the consequences are immediately obvious and are associated with a decrease in efficiency first of the employees and then of the company itself. Thus, the main interest of this research study focuses on leadership styles and the impact they have on the well-being of employees in the Cypriot business world.

## **1.2. Purpose of the Study**

This research study aims to examine the relationship between leadership and specifically leadership styles with employee well-being in Cyprus, in order to see which styles are preferable and most effective. There is a need due to the lack of research reports to examine the relationship between leadership and employee well-being. For this reason, the study of the aforementioned relationship plays a key role, so that the management of each company can invest and strengthen the well-being of employees, so that there is adequate efficiency and profitability. The research methodology as well as the results that will be extracted from the data that will be



collected, will come to offer a supporting and expanding role in the existing literature. At the same time, the results will offer constructive practical implications for the management and leaders of the companies.

### **1.3. Research Question**

The main research hypothesis of the present study is the existence of an important relationship between the leadership followed in a company and the well-being of its employees. Specifically, the present study examines how the different leadership styles adopted by corporate management affect the well-being of the company's employees. That is:

*Hypothesis 1:* Transformational leadership affects positively employee well-being.

*Hypothesis 2:* Empowering leadership affects positively employee well-being.

### **1.4. Chapters**

This research study is structured into five chapters. The current chapter (Chapter 1), offers a brief introduction on the background and importance of the work, lists the research case as well as the purpose for which the research is conducted, and concludes with a brief presentation of the chapters that will follow. Then the second chapter is presented which refers to the literature review. Specifically, reference is made to the history and conceptual clarification of the term leadership, the various leadership styles are listed in detail, and reference is made to the second variable of research, employee well-being, as well as the connection that exists based on the existing literature. In the following chapter, the methodology followed in the specific work is presented, while in chapter four the results of the research are presented. The fifth and final chapter presents implications for leadership styles and employee well-being, the research limitations, various concluding remarks and where future research needs to be directed.

## II. LITERATURE REVIEW

### 2.1. Leadership History

The history of leadership includes several issues related to practices, theoretical background and explanations of sound management techniques of the company's employees in order to increase the efficiency and profitability of the organization. By the mid-1930s, Bernard had identified several problems related to the leadership practices of companies since then (Isomura, 2010). The existence of a clear gap between knowledge and its practical application, has led to multiple errors and ineffective practices in approaching various business problems, such as the proper management and approach of labor relations, provoking reactions from leadership researchers (Isomura, 2010).

Many researchers have identified some key traits that lead to the successful formation of a true leader, which include a clear self-image, a high sense of creativity and innovation, resilience to multiple changes in a short period of time (Gurd & Hee, 2010). Adopting a successful leadership model is a cornerstone in the in-depth development of the organization and its subsequent success and establishment in business, significantly reducing the levels of employee turnover (Van Dick & Schuh, 2010). On the other hand, according to Plino et al. (2010), the implementation of a failed leadership model has significant negative consequences that affect the well-being of the company, as the problems are associated with a low sense of commitment and communication between employees and a high level of turnover.

An integral part of leadership is the inclusion of the strategic action plan, a holistic approach in terms of practices adopted by management and the cultivation of a spirit of cooperation among all employees. That is, leaders need to act as social architects and entrepreneurs with a view to where diversity and innovation lead to

competitive advantage and sustainability (Hamel, 2009). Over time and due to globalization, global competition has led to an increasing need for sustainability. Leaders need to inspire the company's various stakeholders with a high sense of social responsibility (Sawyer & Evans, 2010).

## **2.2. Definition of Leadership**

Looking at the literature, it is easy to see that there is no generally accepted definition of the concept of leadership. It is a challenge for researchers to formulate a universally accepted definition of leadership. It has been a century since researchers first took up the subject of leadership in business, and since then many definitions have been developed that touch on several factors, such as politics, society and philosophy. As Stogdill (1974) pointed out, "there are almost as many different definitions of leadership as there are people who have tried to define it." The right leader is the person that guides people to achieve a specific goal (Prentice, 2004).

Other scientists define leadership as the attempt to direct and coordinate the human factor in a team in order to accomplish certain tasks (Fiedler, 1967). A definition related to that of Merton (1969), according to which leadership is the influence of a group of individuals in order to organize themselves in such a way that they will achieve specific goals. "Leadership is practiced when a person mobilizes institutional, political, psychological, and other resources to inspire, engage and satisfy the objects of followers" (Burns, 1978). In addition, Smylie et al. (2005) argue that leadership is the expression of an individual who has specific roles in achieving certain goals, acting as a point of communication and interaction with other leaders, followers and institutions.

It is worth noting that of all the definitions of the concept of leadership, there is one element that is constantly repeated and which is the ability of an

individual to influence the way other people act, who are considered followers (Khan et al, 2014; Wang et al ., 2011). Another interesting definition that approaches the issue of leadership from the aspect of personality, is the following, according to which “leadership is a blend of unique traits or characteristics that an individual possesses. These traits enable that individual to influence others to accomplish tasks. Other approaches to leadership define it as an action or behavior - the things leaders do to bring about a change in a group” (Bass, 1990). Some researchers also argue that there is a link between leadership styles followed by management and employee well-being levels (Wang et al., 2011). They believe that leadership styles can positively or negatively affect employee well-being, thereby affecting both their performance and the company's profitability.

### **2.3. Leadership Traits**

The theory of leadership traits has piqued the interest of many researchers around the world since the last century. Through various research findings, it has become known that there are certain elements of the individual's personality that help in the smooth formation of a true leader. It is important to clarify that leadership traits theory focuses exclusively on those characteristics that a leader needs, without considering the influence and importance of other factors and situations (e.g. the influence of followers). The characteristic approach focuses on which qualities are displayed and who possesses them. This method emphasizes the importance of having a leader with a specific set of attributes in order to have effective leadership, and that the mentality of the leader is crucial to the leadership process (Germain, 2012).

Stogdill (1974) proposed two leadership qualities models. These models aided in the classification of basic leadership characteristics. Intelligence, attentiveness, insight, responsibility, initiative, persistence, self-confidence, and

sociability are all part of the first model. His second model listed attributes related with leadership, such as achievement, perseverance, insight, initiative, self-confidence, responsibility, cooperativeness, tolerance, influence, and sociability. Kirkpatrick and Locke (1991) also recognized attributes such as a desire to lead, as well as energy and ambition, self-confidence, honesty and integrity, and knowledge.

Yet, traits alone are not sufficient for effective organizational leadership; they are merely a precondition. To be effective, leaders who possess those fundamental characteristics must also make special efforts. Possessing the necessary characteristics makes it more likely that such actions will be conducted and that they will be successful (Kirkpatrick & Locke, 1991).

#### **2.4. Behavioral-Leadership Approach**

Behavioral theory places more emphasis on the idea that leadership can be learned and developed in a person, and that behaviors can be changed so that leaders may respond to particular incentives in a particular way. This theory's main point is that a leader's behavior affects their effectiveness and different leadership styles may be appropriate at alternative times. The best leaders might be described as those who can adapt their behavior style to the circumstances. One of the fundamental leadership methods, according to Minavand et al. (2013), was to focus on leaders' actions rather than their attributes and characteristics.

In the 1960s, Ohio State University and the University of Michigan conducted two notable leadership studies. Several leadership styles were presented in the Ohio University investigations, with the underlying idea that there can be a feasible method to promote both extents of concern for the task and concern for the people. The goal of the Michigan University research was to look into the connections between leader conduct, group process, and group performance measurement.

According to the study, there are three categories of leadership conduct that distinguish good and ineffective leaders. According to Yukl (2001), they are: (a) task-oriented behavior, (b) relation-oriented behavior, (c) participative Leadership.

In addition, the researchers found that leaders' supporting behaviors were positively related to subordinates' problems, and that interaction facilitation was centered on integrating group relationship conflicts. All in all, job-centered aspects include goal focus and task facilitation, whereas employee-centered dimensions include leader support and interaction facilitation (Bowers & Seashore, 1966).

## **2.5. Situational-Leadership Approach**

The investigation of situational theories arose from the disparity in conclusions on leadership attributes and behavioral styles (Kinicki & Kreitner, 2008). The situational theory of leadership underlines the value of the situation in measuring the efficacy of a leader's behavioral style; contextual changes necessitate a variety of styles (Mostovicz et al., 2009). As per Robbins and Judge (2008), the effectiveness of leadership is determined by the context and the leader's ability to apply the appropriate style in every situation. The situational theory's most important perspective is that leaders modify their leadership style dependent on their supporters and the occasion. Furthermore, a leader is expected to approach different people differently depending on the work they are performing and their level of proficiency with certain duties and the organization at any given moment and place. Effective leadership necessitates behavior that is proportional to the circumstances (Fisher, 2009, p. 360).

Hersey and Blanchard's situational leadership theory is one of the most widely used leadership approaches. Hersey and Blanchard (2001) defined situational theory as “the capability and willingness of a person to take responsibility for

directing his/her behavior.” They pointed out that “according to situational leadership, there is no other best way to influence people, which leadership style a leader should use with subordinates or groups depends on the maturity level of the people the leader is trying to influence.”

## **2.6. Leadership Styles**

The direction in which followers are directed is referred to as leadership style. As leadership studies have progressed throughout time, the variety of leadership styles has increased. If the leadership style is functional, it can help to improve corporate performance and promote the attainment of intended outcomes; but, if the leadership style is unsuccessful, it can harm business performance and employee perceptions. This strong relation between leadership styles and organizational performance generated various studies in this area of leadership, which resulted in a plethora of leadership theories.

Each theory proposes a unique leadership style and, usually, a combination of styles for organizational effectiveness (Hussain & Hassan, 2016). As per Sheng et al. (2005), the leader's immediate family - subordinates - have a serious influence on the leader's leadership style. Transformational and empowering are the most commonly used universal leadership styles.

### ***2.6.1. Transformational Leadership Style***

Burns (1978) defines transformational leadership as “the process by which the leader encourages his followers to pursue and achieve higher goals, that is, the collective interest of the team” (p. 426). Bass (1997) discussed transformative leaders by meeting the key needs of their employees and encouraging them to move in a specific direction and cooperate with employees. Most of the research on transformational leadership focuses on identifying the different characteristics

of transformational leadership, rather than examining methods or communicating the professional development of leaders and their employees.

According to Abdalla (2010), Bass and Avolio (1990), the specific element of transformational leadership are as follows:

1. *Idealized influence*: Applies to leaders who receive the respect of subordinates. Leaders can achieve this effect by placing subordinates' requirements above the leader's needs. In this regard, leaders must consider the value of subordinates and demonstrate morality. Leaders who follow the transformational leadership style will inspire, appreciate and respect their subordinates and drive them to achieve higher performance at work.

2. *Inspiring motivation*: This is achieved throughout the implementation of a vision which inspires and motivates the team members. Transformational leaders, use goals to motivate and increase the confidence of subordinates to perform work at a higher level.

3. *Intellectual stimulation*: Leaders give their subordinates opportunities, giving them the opportunity to break out of the conventional way of doing things, and to do things more actively. This helps leaders in to motivate their subordinates by dealing with problems in different ways, so that they can participate in their work more actively.

4. *Personalized consideration*: Allow leaders to train and mentor their subordinates to develop their potential and performance at work. Employees with a lower level of confidence of and problem-solving skills are assisted by leaders in the form of training, because transformational leaders focus on the success of their subordinates and the personal needs of growth.



Personal identity is essential in transformational leadership, because this influence will cause subordinates to recognize the charisma of the leaders. Charisma is an important part of the transformational leadership style. However, charm alone is not enough to consider the transformation process (Bass, 1985 p. 31). The project leader's ability to generate leadership among subordinates is very critical in the construction industry, because project team members may have to play the role of project manager in times of crisis. Additionally, transformational leaders encouraged followers by pushing them to achieve common goals (Parry, 2004).

A great majority of studies have proven that transformational leadership is the preferred style of organizational employees. Burns (1978) concluded that the transformational leadership style links the authority of the position in response to the needs and responsibilities of subordinates. The leader's vision and perception must be communicated to followers in an appropriate manner. As organizations require development in a globalized world, transformational leadership styles have become increasingly important. Hoy and Miskel (2008) pointed out that transformational leaders must actively raise the awareness of subordinates on the importance of stimulating collective interests, and leaders always expect to guide employees to achieve maximum results. The leadership style determines the job satisfaction of employees (Al-Ababneh, 2013).

### ***2.6.2. Empowering Leadership Style***

The empowering leadership style works well in team settings. With the rise of big firms, future growth, and cross-cultural interaction, the diverse workforce has become an essential tool for meeting corporate performance objectives. The empowering leader works in contexts where employees work through decision envoy, giving the employee more freedom (Tung & Chang, 2011). The empowerment style

entails sharing power via knowledge transfer in order to garner positive synergy and a coordinated effort toward a shared aim. Power is delegated through knowledge sharing in the empowerment style, resulting in positive collaboration and a joint effort toward a common goal. The process of knowledge sharing promotes teamwork and loyalty. The trust level is critical in creating a positive collaborative environment and guaranteeing the virtual team's performance (Xue et al., 2010).

Tung and Chang (2011) stated that the empowerment component of this style should extend beyond the simple distribution of power to include beneficial employee motivation by executives. The above researchers also discovered that empowerment occurs in stages rather than all at once. It is critical to understand the implications of delegated authority. Tung and Chang (2011) stated that leaders must also exercise discretion in appointing employees. The empowering leader guides and treats all followers fairly, and views followers' commitments as valuable contributions to the shared goal. That empowerment occurs more gradually than completely. This type of leader encourages team problem solving, a process that broadens the knowledge base by soliciting feedback from colleagues. The empowering leader in this interaction increases team spirit and knowledge transfer, both of which are essential parts of the team structure.

Kuo et al. (2011) observed that a number of businesses were using team-based knowledge organizations to achieve performance. Kuo et al. discovered that empowering leaders encouraged workers to share their knowledge and skills, which resulted in creativity and innovation. According to Xue et al. (2010), empowering leadership has five dimensions: leading by example, coaching, encouraging participatory decision-making, showing concern for workers, and facilitating an unhindered information flow. The use of these characteristics by an empowering

leader to remove the barriers and encourage the team to perform is crucial to effective team management. Finally, Xue et al. (2010) stated that cultural considerations are critical when implementing this type of program and values in other countries; findings that are supported by Jogulu (2010).

Leadership styles are acknowledged to shift depending on the circumstances. As a result, based on the circumstances, a leader who employs the transformational style may employ the transactional style and inversely. Character and personal characteristics are being used to determine whether a leader is transformational or transactional (Bono & Judge, 2004). Notwithstanding, followers' acknowledgement of their leaders, their desire, and task complexities all influence the leaders' leadership styles. As a result, leaders must have the unique ability to determine organizational settings, carefully clearly differentiate unexpected indicators, and develop the strategies in order to drive the organization effectively and efficiently (Alkahtani, 2015).

## **2.7. Definition of Employee Well-being**

Research interest in employee well-being has remained strong and active in recent decades. Nevertheless, the inclusive understanding, elucidation of the concept and definition of employee well-being remains to this day strongly vague and unresolved (Diener et al., 1999; Keyes et al., 2002; Seligman, 2011; Zheng et al., 2015). According to New Oxford Advanced Learner's Dictionary (7th ed., revised 2005), the term 'well-being' is defined as a condition characterized by health, comfort and happiness. Employee well-being is defined as the whole well-being that employees consider to be affected by interventions both at work and in the work environment (Juniper et al., 2011; Siegrist et al., 2017). In its effort to include all the aforementioned parameters and dimensions, the World Health Organization defines

the well-being of employees (2013), as ‘a state of every individual employee to understand his own capability, to manage with the normal stresses of life, to work productively and is able to make a contribution to her/his community’.

The existence of multiple definitions of employee well-being makes it difficult to understand the concept through the literature. Some examples that support this position are Van Laar et al. (2007) and Sirgy et al. (2001) who refer to employee well-being as quality of work life or work-related quality of life, whereas Page and Vella-Brodrick (2009) report on workplace well-being and employee mental health. Wright et al. (2007) refer to psychological well-being (PWB) as overall well-being of an employee. While, Sirgy (2012) observes the concept of employee well-being and mentions in the literature using terms such as ‘quality of working life’, ‘work well-being’, ‘quality of work life’, ‘work quality of life’.

## **2.8. Elements of Employee Well-being**

Managers and executives frequently focus solely on one aspect of employee well-being, notably job satisfaction (Grant et al., 2007). Researchers employ various dimensions to describe employee well-being, although there are three key elements that portray employee well-being: psychological, physical, and social well-being (Grant et al., 2007).

The first component is psychological well-being, which is concerned with people's subjective experiences. Hedonic and eudaimonic well-being are the two parts of psychological well-being (Ryan & Deci, 2001). The hedonic component is concerned with pleasurable experiences. It is also concerned with striking a balance between positive and negative feelings and ideas in a person's decision. It is based on the idea that more pleasure and less pain lead to happiness. The eudaimonic component is concerned with realizing and fulfilling human potential. It is built on the

premise that people are happy when they have a sense of purpose in their lives, face difficulties, and grow (Grant et al., 2007). Employee psychological well-being is comprised of each of these elements. One of the issues is about job satisfaction, and that is part of the hedonic component, and another about the stimulating effect of work, which is aspect of the eudaimonic aspect.

The second component is physical well-being, which is associated with an individual's somatic overall health. Another term for physical well-being that is frequently used is health. Employees' physical health is critical because they may be unable to perform their duties if they are not in good physical condition. Having enough energy to get things accomplished on a frequent basis is also key component of a person's physical well-being (Ryan & Frederick, 1997). If an individual does not get any sleep, for example, their amount of energy and well-being tends to decrease during the day.

The third component is social well-being, which is associated with one's relationships with others and how one communicates and interacts with them (Grant et al., 2007). In an organization structure, the difference between social well-being and physical and psychological well-being is that social well-being focuses on employee relationships, rather than to each individual (Bradbury & Lichtenstein, 2000). The psychological, physical, and social elements capture the entire 'portrait' of an employee's well-being and will thus be seen in this study.

## **2.9. Importance of Employee Well-being**

Research shows that employee well-being has a significant role on the performance and survival of organizations by affecting costs related to illness and health care (Grawitch et al., 2006), absenteeism, turnover (Spector, 1997) and job performance (Wright, 2010; Wright et al., 2007). Employee well-being accelerates

productivity at individual as well as organizational levels, whereas in the absence of it, the organization may face cumulative financial as well as non-financial loss. In addition, employee well-being affects employee desire to stay or quit their job, their job satisfaction (Pradhan et al., 2017), employee engagement (Sivapragasam & Raya, 2018) and job commitment of an employee (Harter et al., 2002).

Moreover, well-being also has a significant impact on the stress-coping behavior of an individual (Diener & Fujita, 1995; Folkman, 1997), on mental and physical health (Carver et al., 2010) and overall satisfaction in both profession and personal life (Diener, 2000). In fact, the well-being of employees has significant benefits not only at the individual level but also at the level of the company itself. It is found that organizations which focus on employee well-being are able to develop competitive advantage in the long run (Wright, 2006).

#### **2.10. The Role of Leadership Styles on Employee Well-being**

Transformational leadership has risen to prominence as a leadership style that promotes employee well-being in occupational health psychology (Arnold & Connelly, 2013; Kelloway et al., 2012; Skakon et al., 2010). Beyond mere attitudinal well-being, the transformational leadership theory has an inherent conceptual appeal to investigate it in correlation between employee motivational outcomes (Judge & Piccolo, 2004). For example, Bono and Judge (2003) discovered initial support for their self-concordance model on transformational leadership, which is based on the assumption that followers of transformational leaders find their work more effective and self-expressive.

Similarly, there are positive correlations between transformational leadership and affective motivation. Furthermore, as previously stated, research has consistently shown that transformational leadership has a negative relationship with employee

stress and burnout. Even so, when certain aspects of leadership or the workplace were considered in these studies, the relationship became insignificant (e.g. Hetland et al., 2007; Kanste et al., 2007). Supervisor fairness is widely acknowledged as an essential component of high-quality supervisor-employee relationships. Fairness can be viewed as a foundation for the relationships between the leader and a follower, or as a "psychological platform on which transformational leadership is built" (De Cremer et al., 2007, p. 1788). There have been numerous studies conducted in a variety of study designs that promote the effects of supervisor fairness on employee well-being. Interpersonal justice, for instance, predicted medically certified sickness absences and emotional stress in a longitudinal study of health professionals (Kivimäki et al., 2003).

At the same time, there is proof that fairness is related to positive employee states. A meta-analysis found that justice was directly correlated to state positive affect, implying that "justice appears to satisfy needs to the same extent that injustice makes them feel bad" (Colquitt et al. 2013, p. 216). Furthermore, it is significant to mention that justice has consequences beyond affect, as evidenced by the findings of a 25-day diary study (Loi et al., 2009). The findings of this study revealed that day-to-day perceptions of interpersonal and informational justice from supervisors were correlated to day level job satisfaction, even after controlling for daily positive emotions and dispositional positive affectivity. The above results could be related to the decent personal emotions of gratitude and appreciation that are affiliated with the experience of justice (Ford & Huang, 2014). Researchers argue that justice is an integral part of a healthy work environment, promoting good peer relationships. At the same time, justice is a key element in the transformational leadership style, which promotes an increase in employees' sense of commitment and involvement in daily

tasks. All this leads to an increase in their well-being, which in turn leads to an increase in the productivity and competitive advantage of the company (e.g. De Cremer, 2007; van Knippenberg et al., 2007).

Regarding the second and last type of leadership that will be examined in the present work, the empowering leadership style, the research results suggest that there is a significant influence and relationship between the above and the employee well-being. According to the findings of Kim et al., (2018), empowering leadership is linked to employees' overall well-being and careers through job crafting behaviours, but it is also linked to depression and career success directly. Counselling, listening, and coaching are all examples of empowering leadership that make subordinates feel better about their jobs. Employees are more likely to demonstrate better active coping skills when faced with problems at work and in their personal lives as a result of pleasant experiences and emotions, which may lead to decreased sadness. In earlier surveys, found that a lack of control at work is associated with employee psychological distress (Alarcon, 2011). According to the job requirements and control model (Karasek, 1979), job characteristics control, such as decision-making authority, potential to participate in the business processes, and possibilities to use and learn job knowledge and skills, all of which can be offered by empowering leadership, can alleviate psychological distress, which is linked to depression. As a result, employees who work with empowering leaders may be less prone to depressive feelings and hold their well-being in high levels.

Empowering leadership has a significant impact on the professional performance of subordinates, emphasizing the importance of leaders on their followers. Providing subordinates with the confidence, ability, inspiration, modeling, and authority to take control of their personal and professional lives are all examples



of empowering leadership behaviors (Kim et al., 2018). For this reason, employees will be more satisfied and committed to their jobs if they are able to complete their work successfully and are inspired to plan and pursue significant career objectives, leading to overall better well-being.

According to other researchers, who conducted research in the hospitality sector, examining employees from different levels in hierarchy in 5 star hotels, leaders who adopt the empowering leadership style are more likely to contribute to the creation of a work environment that promotes employee freedom of expression and autonomy, leading to higher rates of commitment and job satisfaction (Ju et al., 2019). Along with the autonomy that employees have when they have empowering leaders, they can achieve better work results, as they have the opportunity to experiment, try new techniques and acquire new skills, since there is no fear of criticism due to error. Thus, by taking the appropriate motivational triggers the employee can expand his/her capabilities and achieve very good performance, leading to an increase in his/her well-being (Volmer et al., 2012; Ju et al., 2019).

### **III. METHODOLOGY**

The purpose of the research is to evaluate the impact of leadership styles on employee well-being of Hospitality Sector in Cyprus. The methodology is centered on the two research questions raised in the first chapter. The present chapter describes the research method, design, participants, data collection, instrumentation, validity and reliability, and data analysis used in the current study. The analysis of the data gathered from the participants will aid in determining the importance of leadership traits in the Cypriot Hospitality industry.

### **3.1. Research Methods and Design**

A research design is a blueprint for data analysis that specifies how the research study will be carried out. A quantitative analysis was carried out by conducting a survey among employees in Cyprus' hospitality industry to determine the employees' perceptions of leadership styles. Since the research was based on evaluating employee well-being, quantitative analysis is used. The quantitative method initiatives variables and investigates relationships among variables, tests methods, and examines concerns for large groups of people using the appropriate method for the research question.

A quantitative study is one that is based on numbers and statistics. It's being used to test the hypothesis, examine cause and effect relationships, and predict outcomes. It is used to determine statistical relationships between variables and produces objective results (Shibani & Sukumar, 2015). For the current study, quantitative methods were used to collect data via online surveys. The online survey method for data collection has benefits over many other methods, such as telephone and group interviews, because it is very anonymous, allowing survey participants to give truthful and valid answers. The data was gathered using a questionnaire form created on Google forms. The developed survey included questions about demographics, leadership styles and employee well-being.

### **3.2 Participants/Sample**

The participants of the present research are all employees of a luxury hotel and a hotel group in Cyprus, with a presence in the majority of the coastal provinces of the island. The aforementioned hotel(s) provide luxury services to their customers, as they are 4\* and 5\* hotels. The selection method for the survey participant sample was

compatible with the research question because the selection procedure directly targeted employees who worked in the Hospitality industry in Cyprus. The questionnaires were completed by 63 employees working in a hotel group as described above. Regarding the gender of the participants 42 were men (66.7%), while 21 were women (33.3%). Of all the participants, almost half (54%) were in the age group 26-39 years old. The study was conducted on these working groups because they are most affected by the leadership styles used by the management.

### **3.3 Instruments**

In the present research study, the Global Transformational Leadership Scale (GLT) (Carless et al., 2000), the Empowering Leadership Scale (ELS) (Amundsen & Martinsen, 2014) and the Employee Well-being General Questionnaire (Van Veldhoven & Broersen, 2003) were used, as explained below.

#### ***3.3.1 Global Transformational Leadership Scale (GLT)***

For the assessment of the first independent variable, that is, transformational leadership, the Global Transformational Leadership Scale (GLT) was used. The aforementioned scale was established by Carless et al., (2000). The tool consists of seven elements that assess all aspects of Transformational leadership, including vision, employee development, supportive leadership, empowerment, creativity or lateral thinking, leading by example or role modeling, and charismatic leadership (Carless, et al., 2000). Each item is rated on a 5-point Likert-type scale ranging from 1 (“to a very small extent”) to 5 (“to a very large extent”). Example questions are ‘My leader communicates a clear and positive vision of the future’ and ‘My leader encourages thinking about problems in new ways and questions assumptions’. The GLT has more convergent validity than the Multifactor Leadership Questionnaire (MLQ) (Carless, et al., 2000). Furthermore, the GLT's prior Chronbach alpha was

calculated to be .93, indicating that it is a very trustworthy measure of Transformational leadership. When the test compared groups of managers who would be anticipated to have varied GLT scores, Carless et al. (2000) found that the scale had significant discriminant validity. They also looked for convergent validity and found that the GLT was significantly linked with other Transformational leadership measures, including the MLQ and the Leadership and Leadership Practices Inventory (LPI).

### **3.3.2 Empowering Leadership Scale (ELS)**

Regarding the assessment of the second independent variable, that is, empowering leadership, the '*Empowering Leadership Scale*' (ELS) was used (Amundsen & Martinsen, 2014). The ELS is a two-dimensional scale composed of 9 items which measures autonomy-supportive and development-supportive constructs. Within these constructs, 3 items measure power sharing, 3 items measure development support, and 3 items measure motivational support. Each item is rated on a 5-point Likert-type scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). An example question of power sharing is "My leader gives me power". An example question of development support is "My leader guides me in how I can do my work in the best way", while an example question of the motivational support aspect of the questionnaire is "My leader listens to me". The scale was deemed reliable within the present sample and at the same time has been used in several studies around the world, providing good Cronbach's  $\alpha$  with a reliability index from .83 to .97.

### **3.3.3 Employee Well-being General Questionnaire**

The dependent variable -employee well-being- in the present study was measured with Van Veldhoven and Broersen's '*Employee Well-being General*

*Questionnaire*' (2003). However, because not all variables could be measured on a daily basis, the scales had fewer items than the overall questionnaire. Psychological well-being was measured with the pleasure in work scale and consisted of four items (six in the general questionnaire). An example question of psychological well-being was: 'Today, I enjoyed my work'. Physical well-being was measured with the 'energy during work' scale and consisted of four items (five in the general questionnaire). An example question of physical well-being was: 'Today I felt fit during work'. Finally, social well-being was measured with the 'relationships with colleagues' scale and consisted out of four items (six in the general questionnaire). An example question of social well-being was: 'Today there was a good atmosphere between me and my colleagues'. All the questions answered in a 5- point Likert scale, ranged from strongly agree (1) to strongly disagree (5) for psychological, physical and social well-being. This questionnaire has been used several studies in Europe, USA and Asia, providing good Cronbach's  $\alpha$  with a reliability index from .70 to .87.

#### **3.3.4 Likert Scale**

The Likert scale is a bipolar scaling method that is used to measure positive and negative responses to questionnaires. The study's conceptual model was Likert's instrument of leadership styles. Because the procedure is simple to apply, the Likert scale is quite popular and has been broadly applied by many academics for gauging managers' and employees' point of views. Because the replies given by survey respondents have a ranking order, which is quantified as the total sum of responses to Likert items on the Likert scale, the Likert scale belongs to an ordinary level of measurement. The responses can be represented in a variety of statistical charts, including bar charts (Essays, 2013).

A Likert-type scale presupposes that the strength of the experience is linear, that is, on a range of strongly agree to strongly disagree, and that attitudes can be approximated. Respondents may be given a choice of five to seven, or even nine pre-coded replies, with neither agree nor disapprove as the neutral point (McLeod, 2008). Cronbach's Alpha Coefficients were used in prior studies to determine the Likert scale's reliability. This was done to ensure that the data gathering equipment was stable and that the data collected was accurate (Ekung et al., 2015). The result was a value of .78, which indicates that the system is stable and reliable. It is indicated that a reliability value of .70 is appropriate, with smaller reliability coefficients considered unsatisfactory (Nunnally & Bernstein, 1978).

### **3.4 Research Procedure**

To conduct the research, the questionnaires were initially prepared in English, however, adapted to the requirements of the present study. As explained above, after being tested for reliability, they were submitted electronically using Google forms. The participants were informed electronically through the dissemination of the link by the managers of the companies in which they work, with whom I had previously come in first contact for approval and acceptance of participation in the research. The data collected was anonymous and confidential and participants were informed that they were able to leave the survey at any time. To increase participation in the research, all companies were given 7 days to finish it, and a notice was sent to participants through email twice during the one-week period. A basic condition for the participation of the companies was the preservation of their anonymity.

### **3.5 Data Analysis**

For the statistical analysis of the research data, was used the statistical package of SPSS 24.0 was used. Initially, the data was entered onto a Microsoft Excel (2010)

data sheet and then transferred to SPSS. After the data were recorded and the descriptive statistics analyzes were performed, then, there were carried out correlation analysis for the main research variables. Data analysis insight intended to allow for analyses of the distribution of demographic characteristics in the sample and provided a perception of the participants from which the information will be collected. For any and all variables, descriptive statistics included the frequency and percentage of frequency. To gain an interpretation of the data and to recognize potential flaws that could bias the analysis, the mean and standard deviations were calculated. The mean was used to determine the data's central tendencies, and standard deviations were examined to determine the average deviation or variance from the mean.

#### **IV. RESULTS**

The goal of this research was to find out about transformational and empowering leadership styles and how they relate to employee well-being. The study aimed to determine the leadership styles and well-being among employees of the hospitality industry in Cyprus. The demographics of all participants in the study, as determined by the questionnaire, are presented in the first section. The companies' leadership styles and their relationship with the independent variable, that is employee well-being, are assessed in the next section.

##### **4.1. Demographic Characteristics of Participants**

The sample of survey participants consisted of 63 people. Of these, 42 are men (66.7%), while the remaining 21 are women (33.3%). The main demographic variables of the sample are presented in Table 1.

Table 1. Presentation of the main demographics of the sample.

Demographic characteristic	N (%)
<b>Age group</b>	
18-25	12 (19%)
26-39	34 (54%)
40-64	17 (27%)
<b>Highest level of education</b>	
High school	9 (14.3%)
Bachelor's degree	30 (47.6%)
Master's degree	24 (38.1%)
<b>Current position in the organization</b>	
Accountant	5 (7.9%)
HR Officer/Administrator	4 (6.3%)
Receptionist	9 (14.2%)
Waiter/Waitress	27 (43.5%)
Barista	14 (21.9%)
IT Officer/Administrator	4 (6.3%)
<b>Type of Employment Status</b>	
Full-time	62 (98.4%)
Part-time	1 (1.6%)
<b>Years of relevant experience</b>	
1-2 years	10 (15.9%)
3-5 years	23 (36.5%)
6-10 years	27 (43.5%)
11+ years	3 (4.1%)



Thus, according to the table above, 12 (19%) participants belong to the age group 18-25, 34 (54%) to the age group 26-39 and the remaining 17 (27%) have ages ranging from 40 years to 64. Regarding their level of education, 9 (14.3%) people have graduate from high school, 30 (47.6%) hold a bachelor's degree and 24 (38.1%) hold a master's degree. Continuing, regarding the position they hold in one of the hotels of the group, 5 (7.9%) are accountants, 4 (6.3%) work in the HR department, 4 (6.3%) in the IT department, 9 (14.2%) people hold the position of receptionist, 14 (21.9%) are baristas and the majority of the participants, i.e. 27 (43.5%), are waiters/waitress. Continuing, taking into consideration the employment status of the participants, 62 participants (98.6%) holds a full-time contract, while only 1 participant (1.6%), mention that has a part-time contract. Finally, regarding the relevant work experience, 10 (15.9%) people stated that they have 1 to 2 years, 23 (36.5%) people stated 3-5 years, which constitutes the majority of the sample, while 6 to 10 years stated 27 (43.5%) people and finally only 3 (4.1%) people stated that they have more from 10 years of relevant work experience.

#### **4.2. Leadership Styles and Employee Well-being Assessment**

At this point, it is crucial to refer to the relationship between the key variables, which are empowering leadership, transformational leadership and employee well-being. For this reason, as shown in the table below (Table 2), the key indicators and correlations between the aforementioned variables are presented.

Table 2. Descriptive Statistics and Correlations for Empowering Leadership Style, Transformational Leadership, Employee Well-being (WLB) and the Dimensions of WLB.

Variable	n	M	SD	1.	2.	3.	4.	5.	6.
1. Transformational L.	63	26.8	4.56	-	-	<del>0.20</del>	<del>0.04</del>	<del>0.50</del>	<del>0.18</del>
2. Empowering L.	63	33.3	4.52	-	-	<del>0.26</del>	<del>0.02</del>	<del>0.51</del>	<del>0.17</del>
3. Psychological WLB	63	13.4	1.57	0.20	0.26	-	-	-	-
4. Social WLB	63	14.4	1.01	0.04	0.02	-	-	-	-
5. Physical WLB	63	15.1	1.63	0.50	0.51	-	-	-	-
6. Total WLB	63	43.0	2.62	0.18	0.17	-	-	-	-

Correlation is significant at the 0.05 level (2-tailed)

According to the table above, it is clear that there is a positive correlation between the two independent variables, i.e. the empowering and the transformational leadership style, with the dependent variable which is the employee well-being. More specifically, transformational leadership style has a positive low-power correlation with employee well-being, which means that the more transformational leadership-related practices a manager or team leader adopts in the workplace, the higher employee well-being they experience, but the correlation did not reach the level of statistical significance ( $r = .18$ ,  $p = .076$ ). Regarding the correlation between empowering leadership style and employee well-being, it seemed that there is a mildly positive correlation, which means that the more empowering the leader the manager or supervisor is, the more the employee well-being increases, however, here too the level of statistical significance showed that the correlation was not at a statistically significant level ( $r = .17$ ,  $p = .063$ ). Continuing, examining the three dimensions / elements of employee well-being and making the corresponding correlations with leadership styles, it appeared that the physical well-being of

employees has a moderate to high positive correlation with empowering leadership, i.e. as many practices of the aforementioned style are adopted by managers both increases the physical well-being of employees, and at the same time the level of correlation is statistically significant ( $r = .51, p = .01$ ).

Regarding the transformational leadership style, here too there is a moderate to high positive correlation with the physical employee well-being, which means that the more the specific style is adopted by the managers the higher the physical well-being the employees show and at the same time the correlation was statistical significant ( $r = 0.51, p = 0.021$ ). In terms of social employee well-being it seemed that there is a positive low correlation with both empowering leadership and transformational leadership, which means that managers who adopt and apply the practices of these two leadership styles the social employee well-being is increasing and at the same time this correlation is at a statistically significant level ( $r = .02, p = 0.30$ ) and ( $r = .04, p = 0.24$ ) respectively. Finally, with regard to the third dimension of employee well-being, namely psychological well-being, the correlation with the two independent variables was positive low to moderate, i.e. the more practices of empowering leadership and transformational leadership are followed by managers, the more employees experience higher psychological well-being, and at the same time the correlation was statistically significant ( $r = .26, p = .035$ ) and ( $r = .20, p = .029$ ) respectively.

After conducting the correlation analyzes, a simple linear regression analysis was performed (Table 3), with the empowering leadership style as an independent variable and the well-being levels of the employees in luxury hotels as a dependent variable. The predictive model was statistically significant with  $F(1, 62) = 1.770, p = .018$ . In other words, it seemed that the different practices of empowering leadership

style adopted by managers, could explain 2.8% of the total dispersion of the levels of well-being of employees in luxury hotels in Cyprus ( $R^2 = .028$ ). More specifically, for a change of a standard unit to the levels of empowering leadership style, the employee well-being of the employees increased by 0.29 standard units ( $b = .293$ ,  $t = 1.330$ ).

Similarly, a simple linear regression analysis was performed (Table 4) for the second independent variable, that is the transformational leadership style, and the employee well-being as a dependent variable. The predictive model was statistically significant with  $F(1, 62) = 2.067$ ,  $p = .015$ . In other words, it seemed that the different practices of transformational leadership style adopted by managers, could explain 3.3% of the total dispersion of the levels of well-being of employees in luxury hotels in Cyprus ( $R^2 = .033$ ). More specifically, for a change of a standard unit to the levels of transformational leadership style, the well-being of the employees increased by 0.31 standard units ( $b = .312$ ,  $t = 1.438$ ).

Table 3. *Single linear regression output (Predictor: Empowering leadership)*

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.168 <sup>a</sup>	.028	.012	4.533

a. Predictor: (Constant), Empowering Leadership

b. Dependent Variable: Employee Well-being

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.758	9.470		2.192	.032

	Empowering Leadership	.293	0.220	.168	1.330	.018
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a. Dependent Variable: Employee Well-being

Table 4. Single linear regression output (Predictor: Transformational Leadership)

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.181 <sup>a</sup>	.033	.017	4.481

a. Predictor: (Constant), Transformational Leadership

b. Dependent Variable: Employee Well-being

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.363	9.360		1.428	.016
	Transformational Leadership	.312	.217	.181	1.438	.015

a. Dependent Variable: Employee Well-being

Continuing, the figures of some questions and the relevant participant's answers, for a better understanding of the research results, are presented. A representative figure is presented for each of the independent variables, i.e. empowering (Figure 1) and transformational (Figure 2) leadership style, as well as a representative figure for each element of the employee well-being, i.e. social (Figure 3), psychological (Figure 4) and physical (Figure 5) well-being (see Appendix B).

Specifically, in Figure 1 with the statement *'My manager listens to me'* which examines the levels of empowering leadership style, 87.3% of the participants stated that they agree with this statement. A percentage of 7.9% maintained a neutral attitude, i.e. neither agrees nor disagrees with the fact that the manager listens to the employee, while 3.2% stated that they strongly agree and only 1 person (1.6%) stated that he/she disagrees, considering that the manager does not listen to him/her.

Continuing, regarding the Figure 2 with the statement *'My manager fosters trust, involvement and cooperation amongst team members'*, which examines the levels of transformational leadership style, adapted by the managers in the hotel, the majority of the participants (76.2%) consider it to be true to a large extent. In fact, a percentage of 9.5% of the participants consider that the aforementioned statement is valid to a very large extent, while only two people (3.2%) maintained a neutral attitude without expressing whether it is valid or not. On the other hand, a percentage of 11.1% considers that manager fosters trust and cooperation between employees to a small extent.

At the same time, regarding the dimensions/elements of the employee well-being, the Figures 3, 4 and 5 come to give a better picture of the present research's results. Specifically, in Figure 3 with the statement *'I get well with my colleagues'* which examines the levels of social employee well-being, 88.9% of the participants stated that they agree with this statement. A percentage of 6.3% strongly agree with the above statement, while a percentage of 4.8% maintained a neutral attitude, i.e. neither agrees nor disagrees on whether or not they have a good relationship with their colleagues. Continuing, in Figure 4 with the statement *'I still find my work stimulating'* which examines the levels of psychological employee well-being, 90.5% of the participants stated that they agree with the fact that their job is stimulating. Five

participants (7.9%) strongly agree with the above statement and only one participant (1.6%) maintained a neutral response, without stating whether or not he/she finds its work stimulating. Finally, in Figure 5 with the statement *'I feel fit during work'*, which examines the levels of physical employee well-being, 84.1% stated that they agree and feel fit during performing their work duties. A percentage of 11.1% stated that they strongly agree and four participants (6.3%) maintained a neutral response. On the other hand, 3 participants (4.8%), disagree with the above statement, meaning that they do not feel fit during work.

## **V. DISCUSSION**

The main goal of the present study was to investigate how the different leadership styles adopted by corporate management affect the well-being of the company's employees. More specifically, to investigate if the *'transformational leadership affects positively employee well-being'* and at the same time if the *'empowering leadership affects positively employee well-being'*. Overall, for gathering the necessary data, the Global Transformational Leadership Scale (GLT) (Carless et al., 2000), the Empowering Leadership Scale (ELS) (Amundsen & Martinsen, 2014) and the Employee Well-being General Questionnaire (Van Veldhoven & Broersen, 2003) were used. The relationship between leadership and employee well-being was examined cross-sectionally using a variable-centred approach. Following a summary of the main findings, the limitations of the study as well as the orientation of the future research are presented. Finally, reference is made to the implications both for the transformational and empowering leadership in relation to how the aforementioned styles can affect the well-being of the employees.

## 5.1 Summary of the main findings

The purpose of the research was to examine the relationship between transformational and empowering leadership style with employee well-being. It is clear from the different statistical analyses that the two independent variables, empowering and transformational leadership styles, have a positive relationship with the dependent variable, employee well-being. More specifically, transformational leadership style has a positive correlation with employee well-being, meaning that the supervisor or manager who adapts more transformational leader's behaviors can boost the well-being of the subordinates. These findings are in complete agreement with those of other researchers, according to which the more business leaders adopt behaviors that match the profile of the transformational leadership style, the healthier their relationship with employees, who in turn experience positive experiences in their work environment, more commitment and motivation leading to higher levels of well-being and efficiency (Arnold & Connelly, 2013; Kelloway et al., 2012; Skakon et al., 2010).

Regarding the correlation between the empowering leadership style and employee well-being, it seemed that there is a positive correlation, which means that the more empowering the manager or supervisor is, the more employee well-being increases. According to the findings of Kim et al., (2018), empowering leadership is linked to employees' overall well-being and careers through job crafting behaviors. Counselling, listening, and coaching are all examples of empowering leadership that make subordinates feel better about their jobs. Empowering leadership practices shape employees' experiences of intrinsic motivation with respect to their cognitions of competence, self-determination, impact, and meaning, which protect against mental illness and allow employees to experience a positive state of mind in which they feel



capable, confident, and satisfied with their lives in general (Ahearne et al., 2005; Park et al., 2017).

Continuing, examining the three dimensions / elements of employee well-being and making the corresponding correlations with leadership styles, it appeared that the physical well-being of employees has a positive correlation with empowering leadership, and at the same time the level of correlation is statistically significant ( $r = .51, p = .01$ ). Regarding the transformational leadership style, there is positive correlation with the physical employee well-being, which means that the more the specific style is adopted by the managers the higher the physical well-being the employees show and at the same time the correlation was statistical significant ( $r = 0.51, p = 0.021$ ). Findings supported by those of Skakon et al. (2010), according to which employees who derive support from their employers with the aforementioned leadership styles, tend to have higher rates of physical well-being compared to employees who are in toxic work environments without leaders with such characteristics. They appear healthier with less risk to develop severe diseases like cardiovascular illness, cancer or diabetes problems.

In terms of social employee well-being, it seemed that there is a positive correlation with both empowering leadership and transformational leadership, which means that managers who adopt and apply the practices of these two leadership styles lead to increase the social employee well-being. At the same time, this correlation is at a statistically significant level ( $r = .02, p = 0.30$ ) and ( $r = .04, p = 0.24$ ) respectively. The positive correlation between the two aforementioned leadership styles with the social well-being of employees, seems to be in line with the research of Berger et al. (2019), according to which leaders who support, give voice and autonomy to their employees, are presented as socially healthy. This includes the

ability to interact with a range of people and having a sense of belonging. having respect, empathy and tolerance for other people.

With regards to the third dimension of employee well-being, namely psychological well-being, the correlation with the two independent variables was positive, i.e. the more practices of empowering leadership and transformational leadership are followed by managers, the more employees experience higher psychological well-being, and at the same time the correlation was statistically significant ( $r = .26, p = .035$ ) and ( $r = .20, p = .029$ ) respectively. Transformational leadership showed a strong and favorable link with psychological well-being, according to Jacobs et al. (2013). Some research, however, has shown no link between transformational leadership and psychological well-being (Gill et al., 2010). Other studies found that leaders who empower their employees have a big influence on them. These findings suggest that when leaders demonstrate concern for their subordinates' feelings and distribute authority, employees will develop favorable views (Culbertson et al., 2010). Employees' favorable attitudes regarding their own work and lives are positively influenced by leaders' empowering activities (Park et al., 2017).

Continuing, the results of this research showed that the majority of candidates claim that managers listen to employees, paying attention and adopting practices of active listening, and high empathy, as they try to understand their concerns, in order to offer them the best solution. This practice and behavior adopted by managers is a key characteristic of a leader who follows the empowering leadership style. These findings are consistent with many researchers, according to which true leaders show empathic listening to their subordinates; that is, they listen carefully and understand the feelings and concerns experienced by employees (Petersen, 2019). At the same

time, 3 in 4 of the participants claim that their managers foster trust, involvement and cooperation amongst team members. In other words, they try to follow practices and behaviors that enable the active participation of employees in daily tasks, having an active role in a healthy and pleasant working environment, characterized by trust, transparency and meritocracy. Supervisor fairness is widely acknowledged as an essential component of high-quality supervisor-employee relationships. Fairness can be viewed as a foundation for the relationships between the leader and a follower, or as a "psychological platform on which transformational leadership is built" (De Cremer et al., 2007, p. 1788). Thus, it is understood that the managers of the participants are distinguished from those key elements to be considered as adopting many elements of the transformational leadership style.

## **5.2 Limitations**

This study includes limitations that should be addressed when evaluating the results, in addition to its positives. To begin, it is crucial to emphasize that the sample size (N=63) is small in comparison to the study's objectives and statistical technique. The small sample can be explained due to the limited time as well as the resources, as this was conducted for the Master thesis. According to Ma and Zeng (2014), a study's sample size must be large enough to have a statistical power of 0.8. After rejecting a faulty null hypothesis, statistical power is used to evaluate the likelihood of adopting an alternative hypothesis. As a result, calculating power analysis for a multiple mediation model prior to data analysis is critical. In addition, the sample of the interviewees was limited only in specific jobs of service sector such as accountants, HR officers, receptionists, waiters/waitresses, baristas and IT officers, Subsequently, the results obtained from the analysis of the data are difficult to be generalized.

Furthermore, another limitation is social desirability bias, meaning that some respondents may react to the question based on what they believe other people want them to say (King & Bruner, 2000). As a result, it's probable that some respondents didn't answer accurately, affecting the results. The majority of respondents completed the survey at work, indicating that they are likely in close proximity to their boss. As such, employees may have a tendency to answer in socially desirable ways since that is what their leader would like because several questions were related to their leader. Finally, something that could also be taken as a limitation in the present work, is the fact that out of the participants only one participant worked part-time, a fact that limits the representativeness of the sample, as it focuses only on full-time employees.

### **5.3 Future Research**

Most significantly, future leadership and employee well-being studies should incorporate a broader spectrum of research approaches. Within-person studies over shorter and longer time periods, research focused on interaction records, designs that explicitly use supervisory changes, and multilevel studies based on shared experiences in work groups are examples of these. Group-level effects would be especially crucial for the implications of leadership and employee well-being studies at the group level. In the quest for improvement, it is important to remember that longitudinal studies with forecasting as the primary goal are sensitive to the size of the study's time lag (Kelloway & Francis, 2013). For defining the proper time lag, descriptive knowledge of the nature of change in the phenomena under research is required, which can be obtained through qualitative interviews (Spector & Meier, 2014).

Future research could look into the outcomes of intervention programs aimed at helping leaders acquire transformational and/or empowering behaviors. Leadership development focuses on changing leaders in order to change people, but it's also possible that it has an impact on leaders' personal well-being by improving their attitudes and self-efficiency. Furthermore, whether leaders show transformational or empowering behaviors may be influenced by their own view of their psychosocial environment. As a result, future research should look into what workplace characteristics support such behaviors, as well as how this affects the leaders' own well-being. This may provide additional insight into how leaders may encourage the aforementioned behaviors, as well as a clear overview of how transformational and empowering leadership and employee well-being can be fostered in the workplace.

Furthermore, by definition, leadership styles are generally stable entities. According to empirical studies, the consistency coefficients for leadership are strong if the supervisor somehow doesn't change between measurements (Tafvelin et al., 2011). This renders cross-lagged panel models less suitable for leadership topics (Hamaker et al., 2015). Changes in supervisors during the research period should not be overlooked in this regard. Longitudinal studies, on the other hand, should better incorporate the length of the exposure, that is, the time spent under the supervision of a particular leader, into the study design. As a result, in order to avoid simply evaluating the stable condition, it would be preferable if the study period began when the exposure began, that is, when an individual begins working with a new leader or begins a new job (Spector & Meier, 2014). According to previous research (Tafvelin et al., 2014), the duration of the exposure modifies the link between leadership and employee outcomes.

Future research into the importance of affect and relationship traits like trust between leaders and employees, as well as how they grow over the course of the relationship, would be valuable. Both a leader's and a follower's point of view would be useful. The accumulated research on the Leader-Member Exchange (LMX) theory could be used in this approach (Gerstner & Day, 1997). A comprehensive meta-analytic analysis on leadership and employee stress, stressed the relevance of relational constructs such leader-member interaction for employee well-being (Harms et al., 2017). Furthermore, the affective effects of injustice appear to be a promising area for future investigation (Ford & Huang, 2014). The finding on the link between justice experiences and work-related rumination, in particular, encourages future research to draw on the literatures on organizational justice (Juvani et al., 2016) and perseverant cognitions (Ottaviani et al., 2016).

#### **5.4 Implications**

This research has a number of practical implications worth noting. To begin with, as previously mentioned, businesses and managers frequently exclusively consider work satisfaction when discussing employee well-being (Grant et al., 2007). However, according to this study, work satisfaction is simply one aspect of employee well-being. Leaders and managers should be concerned about their employees' psychological, physical, and social well-being. Second, the data reveal that transformative leadership is linked to all three categories of well-being. As a result, focusing on the development of managers inside the organization would be beneficial, as this study clearly illustrates how crucial leaders are for the well-being of employees. Transformational leadership, according to Kelloway and Barling (2010), may be improved through training and counseling. Furthermore, this study highlighted the relevance of employee trust in the leader for their overall well-being.

As a result, leaders should concentrate on acquiring their employees' trust. They should understand that being a competent leader isn't enough; employees must also have faith in their boss. Leaders who demonstrate that they have their employees' best interests at heart will acquire their colleagues' trust.

Furthermore, leaders do not need to be concerned if transformational leadership behaviors are tough to implement as long as they are fair and treat their people with respect. Respectful, equitable, and impartial treatment, equity in the allocation of work assignments, and fair performance evaluation are all examples of fairness in supervisory work. Leaders should also be aware that they hold a significant position in terms of their employees' mental and physical health at work. Individuals have varying susceptibilities to well-being impairment among their workforce.

Leaders may promote employee well-being by increasing work-related efficacy beliefs and demonstrating that it is fair to put work-related difficulties aside during off-duty time. Individuals working in employment with significant emotional and cognitive demands, in particular, may find it difficult to disconnect from work-related issues. When it comes to unfairness, expressive writing may be beneficial. Writing about thoughts and feelings connected to an unjust work experience boosted psychological well-being, lowered anger and retaliation intents, and increased a sense of personal settlement with the incident (Barclay & Skarlicki, 2009). Rather than being influenced by a single element, employee well-being is influenced by a combination of factors. As a result, even though the significance of leadership is acknowledged, the importance of work qualities should not be overlooked. Having too much work adds significantly to weariness and a diminished sense of well-being. Similarly, autonomy in work activities, as well as clarity of goals and areas of duty,

are essential factors in increasing job satisfaction, which can lead to higher levels of well-being.

It would also be beneficial if employees were aware that their level of happiness and mood might influence how they view their supervisor's leadership behaviors. Furthermore, an individual employee's perspective on leadership behaviors is likely to be shared only partially with other employees in the work unit. Recognizing this does not imply that unfavorable leadership will always result in skewed employee impressions. Unfairness and abuse demand a closer examination of the matter and should always be regarded seriously, especially when organizational bosses are in a position where their actions are magnified in relation to the people under their supervision.

At the same time, employee well-being and career performance are influenced by work design or environment. Human resource professionals should make an effort to encourage people to be proactive in their employment and to engage in actions that boost social and structural job resources while also posing difficult job demands (i.e., engage in crafting). Businesses might encourage leaders or managers to participate in empowering leadership behaviors. Encourage workers to volunteer for new initiatives that are intriguing and demanding, for example, might assist advance their careers. Employees who benefit from increased autonomy as a result of empowered leaders' motivational and development assistance are more likely to be involved in job crafting, increasing their well-being.

Managers might also encourage a sense of empowerment by giving employees potentials for challenging, meaningful tasks of varying difficulty, enabling them to take on greater decision-making power and responsibility at work, giving feedback and training to improve their skills and strengthen feelings of competence,



and finally, assist in making an impact by engaging them in corporate strategy goal setting and making work outcomes recognizable and beneficial. Structural empowerment (organizational policies and procedures) would be more successful in producing positive outcomes if management could enable psychological empowerment in employees by instilling trust and fostering a culture of positive error management in which employees feel secure taking on additional tasks. Organizations must develop rules and foster a culture that psychologically empowers workers and provides them with a sense of personal control. This would have a good impact on employee health and well-being, and the business would benefit from improved employee performance and favorable employee attitudes.

Supportive and empowering leaders generate good job attitudes and boost employees' sentiments of empowerment and well-being. As firms transition to information-based, autonomous knowledge worker units, the traditional hierarchical function of a leader has altered to a more supporting and non-controlling one (Joo et al., 2016). Knowledge workers want to work in an organizational atmosphere that is employee-friendly and characterized by autonomy and managerial openness (Thite et al., 2004). As a result, managerial training should focus more on establishing and implementing a supportive and empowering leadership approach (e.g., coaching and mentoring) among managers and supervisors in order to improve employees' feeling of psychological empowerment and, ultimately, their health and well-being. To achieve true empowerment, managers must support employees' voices from lower to middle management, as well as increase employee engagement and involvement. Management should create HRM interventions like as talent management and employee entrepreneurial behavior interventions to reduce HR's police role, increase

employee trust and perceived positive support, and therefore promote the experience of psychological empowerment (Bhatnagar, 2007).

## **5.5 Conclusion**

Organizations and managers recognize that employee well-being is vital, but they frequently do not understand why it is essential or what they can do as such an organization to encourage well-being. Employees are at the core of every firm, and this study highlighted just how critical leaders are to their well-being. Both transformational and empowering leadership styles have been identified as the most helpful leadership styles for employee well-being in occupational health psychology research.

Despite the study's limitations, the findings provide a theoretical addition to the discipline. To begin with, this study was able to confirm earlier findings that show a favorable association between transformational leadership and employee well-being. Second, the findings broaden the scope of the study by increasing our understanding of the mechanisms behind the impact of transformational behaviors on employee well-being. Leadership training that focuses on adopting good transformational and empowering behaviors, such as conveying a common vision or giving voice, may benefit both organizations and employees. Individual-level interventions on a small group can be implemented, rather than organizational-level interventions that may engage the whole workforce.

Furthermore, the findings of this study support the claim that empowering leadership has a good influence on employees' well-being. Empowering leadership, in particular, creates the circumstances for workers to feel more committed and involved in their work environment. Additionally, when employees are empowered, they are more likely to find significance in their work, increasing their well-being. The

conclusions of this study should encourage firms in Cyprus to continue developing their leaders into transformational and empowered leaders and motivate their people to be happy on a social, physical, and psychological level.

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## VII. APPENDICES

### Appendix A

#### Section 1 – Demographics

1. What gender do you identify as

1. Female
2. Male
3. Other

2. What is your age?

1. 18-25
2. 26-39
3. 40-64
4. 65+

3. What is the highest level of education you have completed?

1. Some high school
2. High school
3. Bachelor's degree
4. Master's degree
5. Doctorate

4. What is your current employment status?

1. Full-time
2. Part-time

5. What position do you hold in the organization?

(Open question) .....

6. How many years of relevant experience do you have?

1. Less than 1 year

2. 1-2 years

3. 3-5 years

4. 6-10 years

5. 11+ years

### **Section 2 – Leadership Assessment (Part A)**

1. My manager communicates a clear, positive vision of the future.

1. To a very small extent

2. To a small extent

3. Neutral

4. To a large extent

5. To a very large extent

2. My manager treats staff as individuals and supports and encourages their development.

1. To a very small extent

2. To a small extent

3. Neutral

4. To a large extent

5. To a very large extent

3. My manager gives encouragement and recognition to staff.

1. To a very small extent

2. To a small extent

3. Neutral

4. To a large extent

5. To a very large extent

4. My manager fosters trust, involvement and cooperation amongst team members.

1. To a very small extent

2. To a small extent

3. Neutral

4. To a large extent

5. To a very large extent

5. My manager encourages thinking about problems in new ways and questions assumptions.

1. To a very small extent

2. To a small extent

3. Neutral

4. To a large extent

5. To a very large extent

6. Is clear about my manager's values and practices what he or she preaches.

1. To a very small extent
2. To a small extent
3. Neutral
4. To a large extent
5. To a very large extent

7. My manager instills pride and respect in others and inspires me by being highly competent.

1. To a very small extent
2. To a small extent
3. Neutral
4. To a large extent
5. To a very large extent

## **Section 2 – Leadership Assessment (Part B)**

1. My manager conveys that I shall take responsibility.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

2. My manager gives me power.

1. Strongly disagree



2. Disagree

3. Neutral

4. Agree

5. Strongly agree

3. My manager gives me authority over issues within my department.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

4. My manager listens to me.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

5. My manager recognizes my strong and weak sides.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

6. My manager invites me to use my strong sides when needed.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

7. My manager shows me how I can improve my way of working.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

8. My manager guides me in how I can do my work in the best way.

1. Strongly disagree

2. Disagree

3. Neutral

4. Agree

5. Strongly agree

9. My manager tells me about his/her own way of organizing his/her work.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

### **Section 3 – Employee Well-being Assessment**

1. I still find my work stimulating.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

2. I did my work because I had to, and that says it all.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

3. I enjoy my work.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

4. I continually have to overcome resistance in order to do my work.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

5. I can count on my colleagues when I encounter difficulties in my work.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

6. I get well with my colleagues.

1. Strongly agree
2. Agree

3. Neutral
4. Disagree
5. Strongly disagree

7. I have conflicts with my colleagues.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

8. There is a good atmosphere with my colleagues.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

9. I feel fit during work.

1. Strongly agree
2. Agree
3. Neutral
4. Disagree

5. Strongly disagree

10. I am very energetic at work.

1. Strongly agree

2. Agree

3. Neutral

4. Disagree

5. Strongly disagree

11. I can still concentrate well during the last part of the workday.

1. Strongly agree

2. Agree

3. Neutral

4. Disagree

5. Strongly disagree

12. The last part of the workday flies by.

1. Strongly agree

2. Agree

3. Neutral

4. Disagree

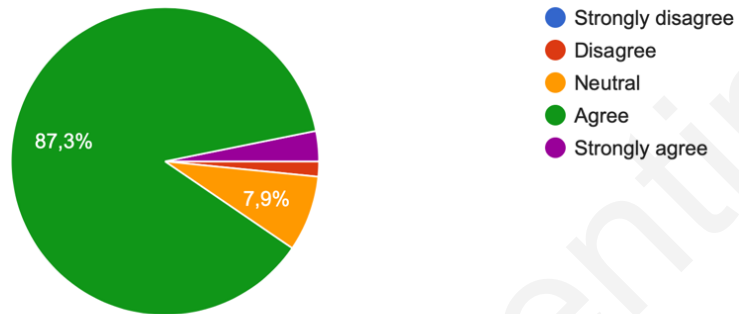
5. Strongly disagree

## Appendix B

**Figure 1**

*Question from Empowering Leadership Scale*

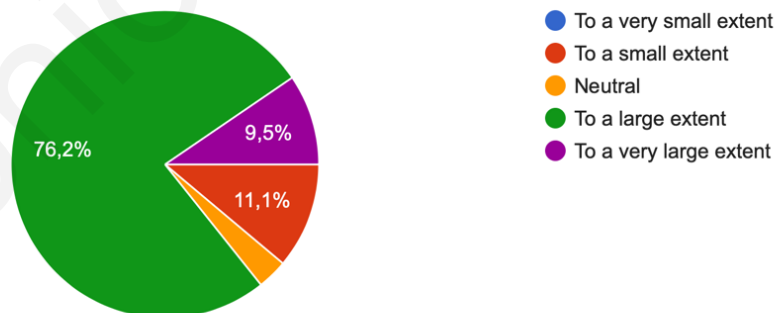
My manager listens to me.  
63 απαντήσεις



**Figure 2**

*Question from Transformational Leadership Scale*

My manager fosters trust, involvement and cooperation amongst team members.  
63 απαντήσεις

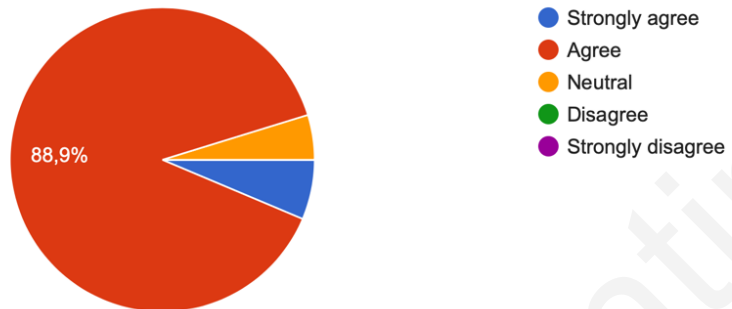


**Figure 3**

*Question from Employee Well-being Scale (Social Element)*

I get well with my colleagues.

63 απαντήσεις

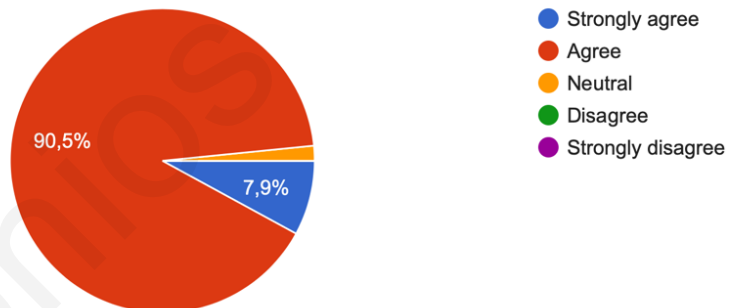


**Figure 4**

*Question from Employee Well-being Scale (Psychological Element)*

I still find my work stimulating.

63 απαντήσεις



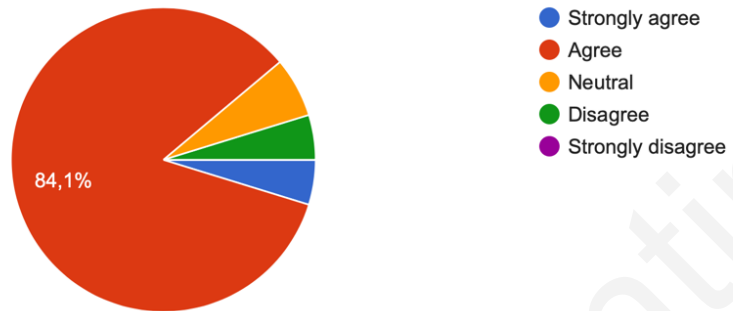


**Figure 5**

*Question from Employee Well-being Scale (Physical Element)*

I feel fit during work.

63 απαντήσεις



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