



UNIVERSITY OF MACEDONIA
DEPARTMENT OF BUSINESS ADMINISTRATION
MASTER IN HUMAN RESOURCES MANAGEMENT

MASTER THESIS

The role of leadership and human resource management in employees' productivity:
The case of the Greek hospitality sector

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Submitted to the University of Macedonia in fulfillment of the requirements of
the Master's degree in HRM

May, 2022

Acknowledgments

First of all, I want to thank by heart Mrs. Lastenia Graciela Campos Perez who supported me during all this taught period. Many thanks to my supervisor Vassiliadis Christos and to my professor Mr. Dimitris Mihail, being both professors of the Business Administration Department at the University of Macedonia, who offered me guidance for this thesis. Last but not least, I want to thank my friend Stella Anagnostou, for her insistence in finishing this thesis and who passed away so early from us. Thanks by heart, for all of the understanding and support.

Abstract

The present study investigates the role of the high performance work systems (HPWS) on employees in the Greek hospitality industry. More specifically, it examines how the high performance work systems (HPWS), through the importance of servant leadership style, can generate positive outcomes in work engagement and extra-role behaviour in a sample of Greek hospitality workers. In doing so, “Partial Least Squares Structural Equation Modelling (PLS-SEM)” was applied based on a convenient sample of 904 hotel employees across ten 5-star Greek hospitality organizations. The results demonstrate the relationship between high performance work systems (HPWS), servant leadership, work engagement and extra-role behaviours. The findings reveals that high performance work systems (HPWS) create a propitious environment for managers’ servant leadership and its positive effects on work engagement; through these influences, we have more employees’ extra-role behaviour.

Περίληψη

Η παρούσα μελέτη διερευνά τον ρόλο των συστημάτων εργασίας υψηλής απόδοσης (HPWS) στους εργαζομένους στην ελληνική βιομηχανία φιλοξενίας. Πιο συγκεκριμένα, εξετάζει πώς τα συστήματα εργασίας υψηλής απόδοσης (HPWS), μέσω της σημασίας του στυλ ηγεσίας υπηρέτη, μπορούν να δημιουργήσουν θετικά αποτελέσματα στην εργασιακή δέσμευση και τη συμπεριφορά εργαζομένων εκτός ρόλου σε ένα δείγμα Ελλήνων εργαζομένων στον τομέα της φιλοξενίας. Με αυτόν τον τρόπο, εφαρμόστηκε το «Partial Least Squares Structural Equation Modeling (PLS-SEM)» με βάση ένα δείγμα 904 ξενοδοχοϋπαλλήλων σε δέκα ελληνικούς οργανισμούς φιλοξενίας 5 αστέρων. Τα αποτελέσματα καταδεικνύουν τη σχέση μεταξύ συστημάτων εργασίας υψηλής απόδοσης (HPWS), στυλ ηγεσίας υπηρέτη, εργασιακής δέσμευσης και συμπεριφορών εκτός ρόλου από εργαζομένους. Τα ευρήματα αποκαλύπτουν ότι τα συστήματα εργασίας υψηλής απόδοσης (HPWS), δημιουργούν ένα ευνοϊκό περιβάλλον για την ηγεσία των υπαλλήλων, των στελεχών και τις θετικές επιδράσεις στην εργασιακή δέσμευση και ότι μέσω αυτών των επιρροών, έχουμε περισσότερους εργαζομένους με συμπεριφορές εκτός ρόλου.

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1. Introduction.

Nowadays, hospitality businesses face to a complex and highly competitive environment together with more demanding tourists who seek for personalized experiences. So, delivering a high-quality service generating a favourable customer's experience is fundamental to their success and sustainability. Due to the rise of alternative housing options such as tourist apartments and private lodging rentals, the hospitality industry is today facing a fiercely competitive market climate. Hoteliers must focus more on the specific qualities of hotel service, the elements that contribute to outstanding customer service: Professional and devoted staff are accessible 24 hours a day, 7 days a week to meet the diverse and changing needs of customers (Chen, 2017).

Greece is an important setting for studying hospitality. Since the start of the economic crisis in 2010, the Greek economy has faced many challenges, emphasizing the importance of the Greek tourist industry, which is one of the key contributors to the country's economic growth. The growth of tourist literature reflects a growing interest among academics, practitioners, and governments in promoting the hospitality industry (Avcı, Madanoğlu, & Okumus, 2011; Baum & Szivas, 2008), due to the various economic and employment situations around the world, relevant studies can not generalize the findings (Farndale & Paauwe, 2018). In addition, new labour laws have been enacted, posing a challenge to HPWS implementation. (Boxall & Macky, 2009).

Global tourism and hospitality industry, had to deal with the spread of COVID-19 and the travel restrictions; till the moment that the tourism is one industry that cannot hold its ground without the mobility of tourists. The hospitality industry has been among the most affected sectors during this pandemic (Baum et al., 2020). Due to the importance of the sustainability of the hotels, researchers have already tried to examine the framework and have provided studies with anti-pandemic strategies (Hao, Xiao & Chon, 2020; Jiang & Wen, 2020; Rivera 2020, Gallen 2020). There are also studies in hospitality employees' about psychological distress during COVID-19 (Bufquin et al., 2021; Chen, 2021; Wong et al., 2021). Specifically, COVID-19 pandemic totally changed the situation around the tourism sector (Hao et al., 2020). There are some industries that are trying to adapt with the present situation and are struggling for survival (Mehroliya, Alagarsamy, & Solaikutty, 2020), the

traveling restrictions is negatively affecting hospitality (Gössling et al., 2020, Hoisington, 2020). Globally jobs are at risk due to the pandemic. (World Tourism Organization, 2020).

The hospitality industry, including the restaurant, accommodation, transportation and entertainment businesses (Brotherton, 1999; King, 1995), encounters increasing competition (Garg, Dhar 2016; Dhar 2015) as the hospitality market is full of many similar, often easily substitutable service offerings (Ottenbacher, 2007). Tourism is one of the most labour-intensive sectors (World Tourism Organization, 2020). Guests are seeking new and distinctive experiences in greater numbers than ever before (Hu, Horng, & Sun, 2009). Travelers today, for example, do not exhibit true brand loyalty as they did in previous decades, preferring instead to stay at hotels that provide the best value within their economic limits (Olsen & Connolly, 2000).

Evidence has also demonstrated that service quality is linked to loyal customers and their upkeep, and that both of these factors result in financial gains for the company (Rust & Zahorik, 1993; Storbacka et al., 1994). Consumers are paying more attention to service quality as their lifestyles and social connections evolve, thus hotel management must be aware of what a client wants, expectations, and values (Kandampully, 2006). Service is the most crucial duty that hotels should optimize, and its quality has a significant impact on customer behaviour, such as whether they would return to the hotel or recommend it to others (Chen, 2013).

Frontline staff play a crucial role in creating a really memorable client experience (Zhang et al., 2020). Furthermore, client requirements vary on a regular basis, and service delivery cannot be prescribed or regulated. Employees must have the freedom and initiative to provide exceptional, customer-focused service (Ye, Lyu, & He, 2019). In order to "win the service game," service businesses must work hard to fulfil consumers' expectations. (Schneider and Bowen 2010) Academics and practitioners agree that customer-contact personnel in the hotel business play a critical role in providing excellent service and retaining pleased and loyal clients. (Chi & Gursoy, 2009; Guchait, Kim, & Namasivayam, 2012).

As a result, hotel management must create an environment in which such personnel are enthusiastic to devote their energy to their jobs, display low levels of nonattendance intentions/behaviours, fulfil their role obligations, and meet and surpass client expectations (Kaya and Karatepe, 2020; Swanson et al., 2020). It is

critical for hotels to ensure that their personnel experience genuine sensations of joy when serving guests (King & Garey, 1997). Although being friendly or nice is a valuable asset that service personnel bring to the table, providing excellent customer service is not enough (Schneider & Bowen, 1993).

It's crucial for service businesses like hotels to understand how to establish an environment that encourages employees to go above and beyond while servicing customers. (Huertas-Valdivia et al., 2021). According to the above, this article will study how to combine HR practices and leadership styles to produce excellent employee outputs in hotel environments that is required. This study intends to answer the following issues indicated above and to react to scholarly calls to enrich the hotel management literature: How can hospitality firms encourage leaders to act in a way that best engages people and motivates them to give their all at work? Can high-performance work systems help employees to be more engaged at work? Are high-performance work environments conducive to the formation of servant leadership? Is it possible for servant leadership to inspire proactive service behaviour, such as extra role behaviour? Is servant leadership beneficial to employee work engagement?

The major objectives of this article are: to determine if high-performance work systems promote the formation of servant leadership, and to examine the influence of both high-performance work systems and servant leadership in hotel workers' work engagement and extra-role behaviour. The study clarifies the circumstances under which high-performance work systems release extra role behaviour in hospitality employees and explain why entirely implementing high-performance work systems does not guarantee exceptional behaviour in workers. Organizations must first establish engagement circumstances (in this case, as the result of a servant leadership style). The “servant” leader has initially engaged employees in a hotel environment of high-performance work systems to generate extra role behaviour in employees through servant leadership.

This study aims to understand, the accentuated structure that explain how high-performance work systems influence the emergence of servant leadership behaviours in managers, by generating personal engagement at work and determining whether all of these practices influence employee extra-role behaviour in hospitality.

2. Literature review and hypothesis development

2.1 High performance work systems

It's difficult to predict and formalize all of the frontline staff' activities that can lead to a positive client experience in the service sector, such as hospitality. High performance work systems are a collection of HR strategies and processes that, in the right circumstances, can benefit both people and organizations (Boxall, Ang & Bartram, 2010), as HRM practices raise the organizational performance (Messersmith and Guthrie, 2010; Tharenou, Saks & Moore 2007).

The definition of HPWS has been generally demonstrated “as a specific combination of HR practices, work structures, and processes that maximizes employee knowledge, skill, commitment, and flexibility” (Bohlander & Snell, 2007, p. 690). The High Performance Work Systems describes these HRM practices, and they are often recognized as the most effective means of increasing staff productivity and work performance. In fact, such a system should improve employees' "skills," "motivation," and "opportunity" to perform more efficiently (Appelbaum et al., 2000). HRM strategies can have a positive impact on the connection between hotels and their employees (Tang & Tang, 2012). Both high performance work systems and human resources practices have been proven to be two very important features that can help a business achieve its objectives more effectively (Becker & Huselid, 2006; Macky & Boxall, 2007).

Employee perceptions of human resources (HR) systems are a determining element in their behaviours and attitudes at work, according to empirical study in various domains (Kehoe & Wright, 2013; Wang et al., 2020), considering always the significance of the HRM in the successful operation of organizations in the hospitality and tourism industries (García-Lillo et al., 2018; Chand, 2010). There is also an increasing effort towards revisiting this sector (e.g., Ubeda-Garcia et al., 2017, 2018a,b; Karadas and Karatepe, 2019; Jo et al., 2020). Employers should provide benefits and training programs, as well as be helpful and honest with their employees, in order to improve their performance (Chiang and Hsieh, 2012). Furthermore, studies have shown that implementing HR practices in an organization can boost management trust, employee dedication, and job happiness (Macky & Boxall, 2007; Appelbaum et al., 2000). Due to short contractual connections for seasonal

employment, critical HR procedures are sometimes disregarded, and hotel employees typically lack training chances and earn low compensation and poor recognition (Casado-Díaz & Simon, 2016)

2.2 Servant Leadership

The measures of the employer outcomes the responses by employees (Saks, 2006). The concept of servant leadership was introduced by Greenleaf (1970) and has received academic attention as a potential leadership style best suited to current work contexts. (Greenleaf, 1977). Studies have recognized servant leadership as an effective leadership style for hospitality because it develops a serving culture and improves employees' psychological capital (Safavi & Bouzari, 2020) and on work-related results such as career satisfaction and adaptive behaviour (Kaya & Karatepe, 2020).

In general, SL is an employees' oriented leadership approach that has a significant impact on organization's functioning and employee performance (Koyuncu et al., 2014; Eva et al., 2019; Lee et al., 2019; Bavik, 2020), also the effective impact of servant leadership on subordinates (Bavik, 2020), such as on their psychological capital (Bouzari & Karatepe, 2017), affective organizational commitment (Jang & Kandampully, 2018), job satisfaction (Ilkhanizadeh & Karatepe, 2018), work engagement (Ling et al., 2017), service quality (Koyuncu et al., 2014), proactive customer service performance (Ye et al., 2019), OCB (Hsiao et al., 2015; Amah, 2018), and creativity (Ruiz-Palomino & Zoghbi-Manrique-Lara, 2020), till the moment that particularly reduces employees' turnover intentions (Hunter et al., 2013). Recent hospitality studies on SL also emphasized the need and importance of work outcomes among service workers (Bouzari and Karatepe, 2017; Gui et al., 2020).

Servant leadership is a more supportive leadership style that includes stewardship, appropriate ideas and directions, empowering and developing staff, considering the best interests of subordinates, and cultivating interpersonal acceptance (van Dierendonck, 2011). A servant leader is primarily concerned with meeting the needs of his or her followers, organizations, or communities. (Bouzari & Karatepe, 2017; Van Dierendonck, 2011). In this situation, servant leaders give authority to their

followers, prioritize their growth and development, and make sure they are aware of the organization's expectations (Jaramillo et al., 2015; Van Dierendonck, 2011). The fundamental concern of servant leaders in the hospitality business is to give ethical services to their followers (Brownell, 2010), has a substantial impact on frontline personnel' in-role and extra-role service delivery (Wang et al., 2018). Although recent research “provides evidence for arguments that SL matters in the hospitality industry” (Wu, Tse, Fu, Kwan, & Liu, 2013).

2.3 High performance work systems and servant leadership (SL)

The notion proposes that leaders' favourable behaviour toward their followers enhances employees' attitudes, and people reciprocate with better job outcomes (Blau, 1964; Zhang and Jia, 2010). High performance work systems that support the creation of more participative and employee-oriented leadership styles, such as servant leadership, by enhancing employee engagement, motivation, and empowerment. High performance work systems are a collection of mutually reinforcing, complementary HR practices that can help an organization improve performance (Sun et al., 2007).

Servant leaders who have a strong attachment to the service organization in which they work are more likely to be other-oriented and focused on the business's growth and prosperity, doing what is best for the firm and its members. Servant leaders will prioritize assisting others and maximizing the potential of their followers (Liden et al., 2015) prioritizing others' needs above their own (Liden et al., 2014). Because service behaviour is so strongly linked to employee performance in the hotel industry, employers can use high performance work systems to send messages regarding desired service-oriented conduct.

Leadership has been shown to play an important role in the success of high-performance work systems (Boxall & Purcell, 2003) and that it can build a strong HRM system by communicating with employees (Young et al., 2010; Den Hartog et al., 2012; Ostroff & Bowen, 2016). The HRM literature has already shown that high performance work systems can influence leadership (Boxall & Purcell, 2003). Based on the above, the first Hypothesis is stipulated as follows:

H1. High performance work systems (HPWS) significantly influence servant leadership (SL).

2.4 The relationship between high performance work systems (HPWS), work engagement (WE), and servant leadership (SL).

Clear evidence in the literature shows that organizational HRM practices (Alfes et al., 2013; Karatepe, 2013) are directly and positively related to employees' WE level in service enterprises. The work engagement is a psychological condition that is characterized by dedication (personal connection to the job), absorption (intense concentration during work, losing track of time), and vigour (bursting with energy) (Schaufeli, et al., 2002, Demerouti et al., 2010). Employees that are engaged at work hard because they enjoy it (Bakker et al., 2008). Frontline staff have the best understanding of consumers' requirements and wants since they offer products and services to them and have direct and frequent contact with them. They also have the most innovative suggestions for improving service quality (Moosa & Panurach, 2008).

Work engaged employees are more likely to stay longer at work, at a company where managers or leaders use servant leadership (Ozturk et al., 2021), this is because they are completely absorbed in their task and are happiest when working hard. They help their peers more, take more initiative, and show more innovation at work. (Reijseger et al., 2017). Previous research has shown that servant leadership has a favourable impact on academic work engagement (Aboramadan et al., 2020). It is expected that employees are more likely to develop a high level of engagement when leaders show concern and take care of their personal needs (Page & Wong, 2000). Employees are highly work-engaged as a result of the outputs of the effective application of servant leadership. These employees repay the organization through heightened work engagement. Servant leadership can help management to retain highly work-engaged employees (Ozturk et al., 2021).

Prior evidence also suggests that certain managerial leadership styles positively influence workers' engagement level and behaviour (Othman et al., 2017). One more research finds that servant leadership positively influences work

engagement (Hoch et al., 2018). Ling et al.'s (2017) research in China mediated the linkage between servant leadership and work engagement, the leadership style of superiors has also been observed to influence employees' work engagement levels (Othman et al., 2017). Employees are more attached and enthusiastic at work when their managers demonstrate "positive leadership styles" (Decuyper & Schaufeli, 2020). Carter and Baghurst (2014), identify a positive influence of servant leadership on employee work engagement in the restaurant sector.

Employees at a company where managers or leaders successfully practice servant leadership receive a variety of resources, including training, authority, rewards, and career possibilities, all of which are necessary to trigger employees' work engagement. (Kaya and Karatepe, 2020). A number of empirical researches have documented a positive influence of high performance work systems on employees' work engagement (e.g., Ang et al., 2013; Zhang et al., 2013). Based on the preceding discussion, the next hypotheses are stipulated as follows:

H2. High performance work systems (HPWS) significantly influence work engagement (WE).

H3. The relationship between high performance work systems (HPWS) and work engagement (WE) is mediated by servant leadership (SL).

H4. Servant leadership (SL) moderates the relationship between high performance work systems (HPWS) and work engagement (WE).

2.5 Extra-role behaviour (ERB).

2.5.1 Theoretical framework.

Organ (1988) defines organizational citizenship behaviour (OCB) as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization". Organ's definition of OCB includes three critical aspects that are central to this construct:

First, OCBs are thought of as discretionary behaviours, which are not part of the job description, and are performed by the employee as a result of personal choice. Second, OCBs go above and beyond that which is an enforceable requirement of the job description. Finally, OCBs contribute positively to overall organizational effectiveness. At the same time, Organ's (1988) definition of OCB has generated a great deal of criticism. The very nature of the construct makes it difficult to operationally define. Critics started questioning whether or not OCBs, as defined by Organ, were discretionary in nature. Organ (1997), in response to criticisms, notes that since his original definition, jobs have moved away from a clearly defined set of tasks and responsibilities and have evolved into much more ambiguous roles. Without a defined role, it quickly becomes difficult to define what is discretionary.

Extra-role behaviour (ERB), first defined by Van Dyne, Cummings and Mclean-Parks (1995), as cited in Organ, Podsakoff, & MacKenzie (2006), is another construct similar to OCB. Extra-role behaviour is defined as "behaviour that attempts to benefit the organization and that goes beyond existing role expectations" (Organ et al., 2006, p. 33). While similar in many aspects, there do exist some important differences between OCB and ERB. Two concepts are a part of ERB that are not included in OCB: whistle blowing and principled organizational dissent. Whistle blowing involves the reporting of one employee by another so that unethical and or illegal practices are brought to the attention of authorities (Near & Miceli, 1987, as cited in Organ et al., 2006). Principled organizational dissent is when employees protest the organization because of some kind of injustice (Graham, 1986, as cited in Organ et al., 2006). Both of these ideas contribute to ERB in the sense that their

purpose is to further the good of the organization and that they are not included in the formal job description. This again, is a construct very similar to OCB.

Organizational dissent is the "expression of disagreement or contradictory opinions about organizational practices and policies". Since dissent involves disagreement it can lead to conflict, which if not resolved, can lead to violence and struggle. As a result, many organizations send the message – verbally or nonverbally – that dissent is discouraged. However, recent studies have shown that dissent serves as an important monitoring force within organizations. Dissent can be a warning sign for employee dissatisfaction or organizational decline. The receptiveness to dissent allows for corrective feedback to monitor unethical and immoral behaviour, impractical and ineffectual organizational practices and policies, poor and unfavourable decision making, and insensitivity to employees' workplace needs and desires. Furthermore, Eilerman argues that the hidden costs of silencing dissent include: wasted and lost time, reduced decision quality, emotional and relationship costs, and decreased job motivation. Perlow (2003) found that employee resentment can lead to a decrease in productivity and creativity which can result in the organization losing money, time, and resources.

In industrial and organizational psychology, organizational citizenship behaviours (OCB) is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. Organizational citizenship behaviour has been studied since the late 1970s. Over the past three decades, interest in these behaviours has increased substantially. Organizational behaviour has been linked to overall organizational effectiveness, thus these types of employee behaviours have important consequences in the workplace. Dennis Organ is generally considered the father of OCB. Organ expanded upon Katz's (1964) original work.

2.5.2 Extra-role behaviour and hospitality

Every day, employees make judgments about whether or not they are willing to go the extra mile to help their company succeed. These are critical decisions because research shows that companies are more efficient and effective when employees are willing to go above and beyond their formal roles by assisting co-workers, volunteering to take on special assignments, introducing new ideas and work

practices, attending non-mandatory meetings, putting in extra hours to complete important projects, and so on. As a result, motivating employees to engage in these extra-role actions, which psychologists refer to as "citizenship behaviours," is a vital challenge for successful managers. (Bolino & Klotz, 2017).

Extra-role customer service refers to "discretionary behaviours of contact employees in serving customers that extend beyond formal role requirements" (Bettencourt & Brown, 1997, p.41). Garg and Dhar (2016) individuals who adopt extra-role behaviour are crucial to the service industries. Extra-role behaviours are needed, as they contribute to organizational success in a highly competitive environment (Karatepe et al., 2020a,b). Due to these behaviours, according to Morrison's research (1994), there are no clear boundaries between in-role and extra-role behaviours. Although Karatepe (2013) advises companies to help employees to adapt behaviours of each of the circumstances, including "going out of their way" to assist customers. However, not all employees are willing to go above and beyond their defined job descriptions to satisfy a client. "Motivates actions that go beyond official employment requirements" and "are particularly effective for achieving desired customer results" in the workplace marked from Sun, Aryee, & Law (2007).

Chiang and Hsieh (2012) also stipulated that hotels should motivate and provoke extra-role behaviours and that employees should go above and beyond the call of duty. Daft (2015) supported that extra-role behaviour is defined as work behaviour that goes beyond the call of duty and contributes to the success of the organization. Work engagement, according to a recent study, is a possible approach, indicating a link between work engagement and extra-role behaviour. (Orlowski, Bufquin, & Nalley, 2020). As a result, of the study of Demerouti et al., (2015) work engagement was found to be linked to both dimensions of extra-role activities (employee creativity and contextual performance). The results of Karatepe's research (2013) provide that work engagement has a strong relationship with extra-role customer service.

As a result, employees become more engaged and satisfied with their jobs (Wei et al., 2010) and are willing to put in extra effort (Takeuchi et al., 2007). According to research on service-profit-chain logic, creating happy employee experiences at work has significant "spill over consequences." (Heskett et al., 2008). For Fabi, et al. (2015), when employees feel appreciated and satisfied with their employer, they are more likely to adopt positive attitudes and actions at work.

Employees in a hotel or restaurant with a high work engagement score accomplish their daily tasks successfully and engage in extra-role customer service behaviours (Grobelna, 2019; Orłowski et al., 2021; Peláez, Coó, & Salanova, 2020). Consequently, employees who are more engaged can perform better. (Rich et al., 2010) beneficial actions that extend beyond their employment responsibilities (Saks, 2006). This encouraged more research to examining employees' extra-role behaviours in the hospitality settings (Chiang & Hsie, 2012). Existing research shows that high performance work systems have a direct impact on a variety of employment outcomes and proactive behaviours, including organizational citizenship behaviour (OCB) and/or job satisfaction (Garg, 2019; Edgar et al., 2020; Hai et al., 2020). Bakker and Demerouti (2007) suggest that high performance work systems enhances employees' work engagement resulting in behavioural outcomes that lead to extra-role performances. Based on the above, the next hypotheses are stipulated as follows:

H5. High performance work systems (HPWS) significantly influence extra-role behaviours (ERB).

H6. The relationship between high performance work systems (HPWS) and extra-role behaviours (ERB) is mediated by employee work engagement (WE).

As a result, engaged employees look for better answers to everyday difficulties, help their co-workers, and discover solutions to customer complaints (Aryee et al., 2016; Reijseger et al., 2017). Previous research has demonstrated that an employee's immediate supervisor can have an impact on their extra-role performance (e.g., Hui, Law, & Chen, 1999; Ilies, Nahrgang, & Morgeson, 2007). Karatepe (2013) underline the mediating role of “work engagement” in the relationship between high performance work systems, job performance, and extra-role customer service; although Karadas and Karatepe (2019) underscored (among others) the mediating role of “work engagement” in the high performance work systems and extra-role performance relationship. Consequently, the seventh hypothesis is stipulated as follows:

H7. The relationship between high performance work systems (HPWS) and extra-role behaviour (ERB) is mediated by servant leadership (SL).

Fan, Liu, and Zou (2018) disagree according to the job demands and resources, servant leadership can improve the positive impact of high performance work systems. High performance work systems are thus projected to have an impact on extra-role behaviour via servant leadership and then work engagement.

H8. Servant leadership (SL) moderates the relationship between work engagement (WE) and extra-role behaviour (ERB).

Fig. 1 reveals the conceptual framework

3. Methodology.

3.1. Procedure and sample.

The data for the research was collected across ten hotel organizations that are specifically located in the Mykonos island of Greece, in spring of 2022. For numerous reasons, this study population was chosen. First, the location, is one of Greece's most popular tourist sites, with many hotels concentrated in a limited area to accommodate large numbers of visitors throughout the year. Second, the author had professional connections with these hotels (Liu, Chon, Yang, & Xue, 2021). Thirdly, as Adler (1983) recommends, in order to reduce the impact of other variables that cannot be controlled in empirical research, choose a sample from a generally homogeneous geographical, cultural, legal, and political environment. To relate even more the sample, we chose specific hospitality organizations chains under the signature of worldwide hotel chains which are known globally for the unbeatable vacations stage. Consequently, the participation of these hotels are ranked as 5 stars hotels.

In the first stage of the study the author approached his familiar owner of the hotels in Mykonos in order to secure their cooperation and to get informed about the practices that are being used in the hotels. After that, an online questionnaire was designed divided into three short sections, in the first section, the researchers were presented as also presents the need of the research, it concludes with the information about the anonymity and the voluntary nature of participation in the survey; a second part, with demographic questions and a third part with the questionnaire that the employees were about to respond. All scale items were checked through English-

Greek back-translation by three bilingual individuals to ensure accuracy of the translated scales (Schaffer & Riordan, 2003). To ensure that, respondents could easily understand the questionnaire, extra attention was paid to make the grammar and vocabulary of the questionnaire as easy as possible (Gomes et al. 2018; NOAA, 2007). Minor wording changes were made to ensure comprehensibility but always without changing the questions taken from the literature, giving the exact meaning of the literature. To minimize the possibility of common method bias (CMB) (Podsakoff et al., 2003), steps were taken to prevent respondents from guessing the study question or model and thus from skewing their answers due to desirability bias. Explained and explanatory variables were placed in different sections of the questionnaire.

Among respondents of 904 people, the 63,4 % (573) were male and 36,6 % (331) were female. Regarding the demographics, the average age of the employees was 29,15 years (SD=6,636) and the mode (most frequent value) was 26 years. Regarding the educational level, 33,8 % (306) were high school graduated, the 22,2 % (201) had a bachelor degree, the 10,8 % (98) had a master's degree (MSc) and the 33,1 % (299) had other qualifications. The majority of employees were working under a fulltime job 96,7 % (874) and the 3,3 % (30) were under a part-time job. The work relationship with the 84 % (759) was seasonal employment and the rest 16 % (145) were on a fulltime contract. Regarding the job positions, 8,6 % (78) were frontline employees; 12,2 % (110) were floor department employees; 20,2 % (183) as services employees; 13,1 % (118) as kitchen staff; 2,2%(20) were the drivers; 9%(81) general employment workers; 1,7 % (15) accounting officers; 19,1%(173) administrative employees; and finally 13,9 % (126) were employees in other job positions (not specified). Underneath, the tables are following.

Table 1. Statistics

		GENDER	AGE	EDUCATION	POSITION	EMPLOYMENT	WORK RELATIONSHIP
N	Valid	904	904	904	904	904	904
	Missing	0	0	0	0	0	0
Mean		,37	29,15	2,43	5,01	1,97	1,16
Mode		0	26	1	3	2	1

This is the sample of 904 employees which includes their gender, age, education level, their job position at the hotels, the employment and their work relationship.

Table 2. GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	573	63,4	63,4	63,4
	Female	331	36,6	36,6	100,0
	Total	904	100,0	100,0	

This is the table of the sample of 904 employees which includes their gender and we can notice the quantity of males and females.

Table 3. EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school graduated	306	33,8	33,8	33,8
	Bachelor degree	201	22,2	22,2	56,1
	Master's degree	98	10,8	10,8	66,9
	Other qualifications	299	33,1	33,1	100,0
	Total	904	100,0	100,0	

This is the table of the sample of 904 employees which includes their education level.

Table 4. POSITION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Frontline employees	78	8,6	8,6	8,6
	Floor department employees	110	12,2	12,2	20,8
	Services employees	183	20,2	20,2	41,0
	Kitchen staff	118	13,1	13,1	54,1
	Drivers	20	2,2	2,2	56,3
	General employment workers	81	9,0	9,0	65,3
	Accounting officers	15	1,7	1,7	66,9
	Administrative employees	173	19,1	19,1	86,1
	Other job positions	126	13,9	13,9	100,0
	Total	904	100,0	100,0	

This is the table of the sample of 904 employees which includes their job position at the hotels.

Table 5. EMPLOYMENT

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Part-time job	30	3,3	3,3	3,3
	Fulltime job	874	96,7	96,7	100,0
	Total	904	100,0	100,0	

This is the table of the sample of 904 employees which includes their employment and we can notice the quantity of the part-time job and the fulltime job.

Table 6. WORK RELATIONSHIP

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Seasonal employment	759	84,0	84,0	84,0
	Fulltime contract	145	16,0	16,0	100,0
	Total	904	100,0	100,0	

This is the table of the sample of 904 employees which includes their work relationship with the hotels and we can notice the quantity of the seasonal employment job and the fulltime contract job. The prevailing percentage of seasonal employment it was respected due to the location of the hotels, as they work more seasonal, during the summer semester.

Table 7. Descriptive Statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
AGE	904	29,15	,221	6,636
Valid N (listwise)	904			

This is the table of the sample of 904 employees which includes the average age of the employees and the Std. Deviation.

3.2.1 High Performance Work Systems (HPWS)

The measurement scales employed in the high performance work systems adapted from the following literature. High performance work systems consists of HRM practices, based on established scales of previous research, taking into account the Greek hotel industry, the owner and the general managers' interviews. Because the goal was to assess employee perceptions in the specific hotels businesses surveyed, high performance work systems was assessed at the property level (Pass, 2017; Fabi et al., 2015).

On the whole, 18 items were used composing five sub-scales (i.e., HRM practices). Specifically, "recruitment and selection" (all four items were used as we can see on the Figure 2) was based on the scale developed by Zacharatos et al. (2005); "Great effort is taken to select the right person." , "Long-term employee potential is emphasized." , "Considerable importance is placed on the staffing process." , "Very extensive efforts are made in selection.". In line with Hai et al. (2020), the four items for "training & development" was based on the scale development by Sun et al. (2007); "Extensive training programs are provided for individuals in customer contact or front-line jobs.", "Employees in customer contact jobs will normally go through training programs every few years.", "Formal training programs are offered to employees in order to increase their promotability in this organization." "There are formal training programs to teach new hires the skills they need to perform their job." (all four items were used as we can see on the Figure 2) . "Participation in decision making" were based on the scales developed by Delery and Doty (1996); "Employees in this job are allowed to make many decisions.", "Employees in this job are often asked by their supervisor to participate in decisions.", "Employees are provided the opportunity to suggest improvements in the way things are done.", "Superiors keep open communications with employees in this job.", (three of four items used as we can see on the Figure 2). "Job Design" was also based by Delery and Doty (1996), (two of four items used as can will see on the Figure 2); "The duties of this job are clearly defined." , "This job has an up-to-date job description." , "The job description for this job contains all of the duties performed by individual employees." , "The actual job duties are shaped more by a specific job description than by the employee." Finally, "feedback" was based on the research of Bakker(2011) and Datta, Guthrie and Wright (2005); "I get information about my performance from my superior in a

regular base.” , “I get information about my performance from different sources (superiors, colleagues etc.)” (none of this two items were used as we can see on the Figure 2). Cronbach’s alpha was 0.899.

3.2.2 Servant Leadership (SL).

The measurement scales employed in the servant leadership were adapted from the following literature. Servant leadership was operationalized using the Liden et al.’s (2015) short version as he developed it at, Liden et al.’s (2008); the servant leadership scale of seven items composing one sub-scale, where employees rated their direct supervisor on the following items: “My leader can tell if something work-related is going wrong.”, “My leader makes my career development a priority.”, “I would seek help from my leader if I had a personal problem.”, “My leader emphasizes the importance of giving back to the community.”, “My leader puts my best interests ahead of his/her own.” , “My leader gives me the freedom to handle difficult situations in the way that I feel is best.” , “My leader would NOT compromise ethical principles in order to achieve success.”; (four of the seven items were used as we can see on Figure 2). Cronbach’s alpha was 0.859.

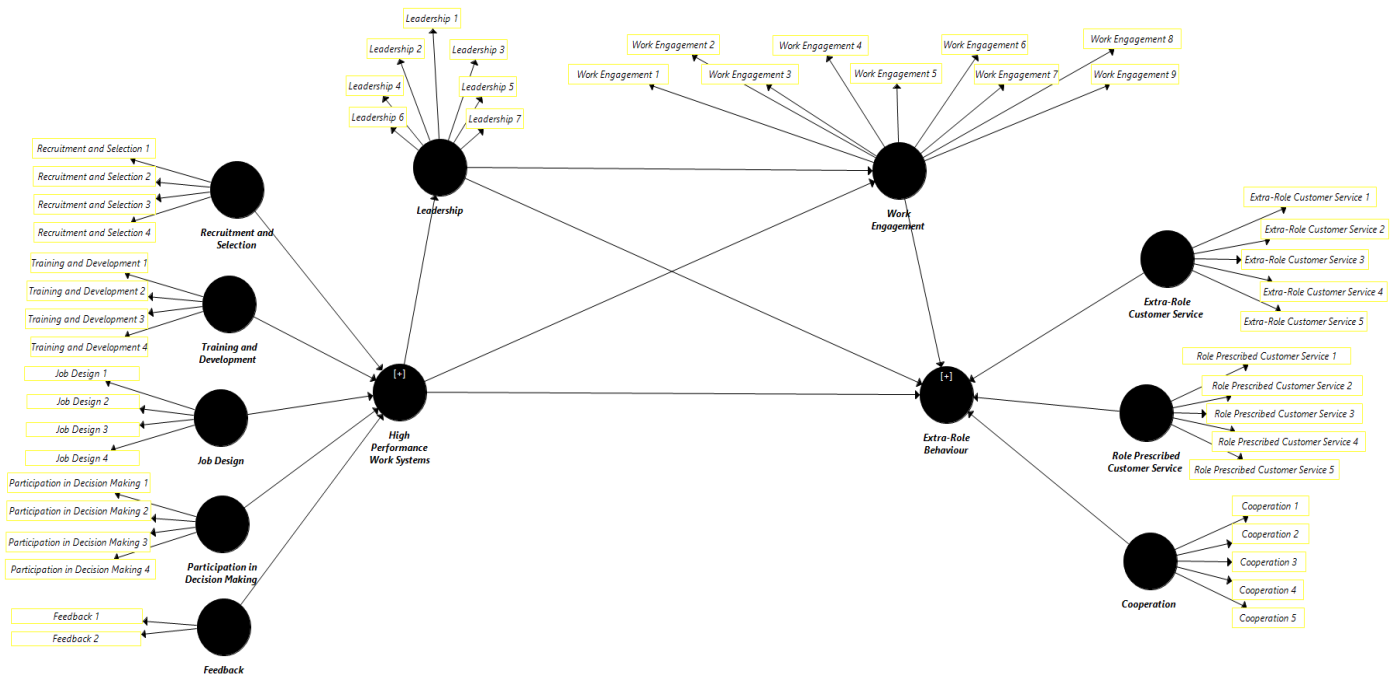
3.2.3 Work engagement (WE).

The measurement scales employed in the work engagement were adapted from the following literature. Work engagement was assessed with the 9-item shortened version of the Utrecht Work Engagement Scale (UWES-9) (Schaufeli et al., 2002), Schaufeli and Bakker 2004 at UWES Manual; page 21. The work engagement short version scale of nine items composing one sub-scale; “At my work, I feel bursting with energy.”, “At my job, I feel strong and vigorous.”, “When I get up in the morning, I feel like going to work.” , “I am enthusiastic about my job.” , “I am proud on the work that I do.” , “My job inspires me.” , “I am immersed in my work.” , “I get carried away when I’m working.” , “I feel happy when I am working intensely.” (seven of the nine items were used as we can see on Figure 2). Cronbach’s alpha was 0.867.

3.2.4 Extra-Role Behaviour (ERB).

The measurement scales employed in the extra-role behaviour were adapted from the following literature. Extra-role behaviour was measured through the scale developed by Bettencourt and Brown (1997), using fifteen items composing three sub-scales. “Extra-Role Customer Service” with five items, “Voluntarily assists customers even if it means going beyond job requirements.”, “Helps customers with problems beyond what is expected or required.”, “Often goes above and beyond the call of duty when serving customers.”, “Willingly goes out of his/her way to make a customer satisfied.”, “Frequently goes out the way to help a customer.”; “Role-Prescribed Customer Service .” with the five items, “Performs all those tasks for customers that are required of him/her.”, “Meets formal performance requirements when serving customers.”, “Fulfils responsibilities to customers as specified in the teller job description.”, “Adequately completes all expected customer-service behaviours.”, “Helps customers with those things which are required of him/her.”; “Cooperation” with the five items, “Helps other employees who have heavy workloads.”, “Is always ready to lend a helping hand to those employees around him/her.”, “Helps orient new employees even though it is not required.”, “Voluntarily gives of his/her time to help other employees.”, “Willingly helps others who have work related problems.”, (twelve of fifteen items were used as we can see on the Figure 2). Cronbach’s alpha was 0.891.

Figure 1. The conceptual model.



3.3 Measures

For all measures, employees provided responses on a five-point Likert scale (1=“totally disagree”; 2= “disagree”; 3= “neither agree nor disagree”; 4= “agree”; 5 = “totally agree”). Moreover, “Exploratory Factor Analysis (EFA)” was conducted (“maximum likelihood extraction method”; “promax rotation”; “cutoff value = 0.30”). To continue, for the statistical analysis EFA has been done and the corresponding tables with these results follows:

Table 8. (SPSS Pattern matrix)

Pattern Matrix

	Factor			
	1	2	3	4
Leadership 2				,733
Leadership 4				,771
Leadership 6				,841
Leadership 7				,630
Recruitment and Selection 1		,622		
Recruitment and Selection 2		,862		
Recruitment and Selection 3		,728		
Recruitment and Selection 4		,900		
Training and Development 1		,414		
Training and Development 2		,400		
Training and Development 3		,423		
Training and Development 4		,577		
Participation in Decision Making 2		,620		
Participation in Decision Making 3		,542		
Participation in Decision Making 4		,481		
Job Design 1		,565		
Job Design 2		,387		
Work Engagement 1			,695	
Work Engagement 2			,700	
Work Engagement 3			,753	
Work Engagement 4			,867	
Work Engagement 5			,565	
Work Engagement 6			,611	
Work Engagement 7			,504	
Extra-Role Customer Service 1	,731			
Extra-Role Customer Service 2	,603			
Extra-Role Customer Service 3	,768			
Extra-Role Customer Service 4	,679			
Extra-Role Customer Service 5	,832			
Role-Prescribed Customer Service 1	,571			
Role-Prescribed Customer Service 2	,484			
Role-Prescribed Customer Service 3	,513			
Role-Prescribed Customer Service 4	,473			
Cooperation 3	,493			
Cooperation 4	,632			
Cooperation 5	,569			

Extraction Method: Maximum Likelihood. Rotation Method: Promax with Kaiser Normalization. Rotation converged in 6 iterations.

This is the table of pattern matrix from SPSS, according to the analysis, the items that were used, identified four factors.

Table 9. Communalities

	Initial	Extraction
Leadership 2	,627	,617
Leadership 4	,712	,675
Leadership 6	,641	,655
Leadership 7	,495	,458
Recruitment & Selection 1	,523	,431
Recruitment & Selection 2	,622	,572
Recruitment & Selection 3	,517	,454
Recruitment & Selection 4	,649	,601
Training & Development 1	,572	,441
Training & Development 2	,597	,356
Training & Development 3	,606	,306
Training & Development 4	,639	,492
Participation in Decision Making 2	,659	,573
Participation in Decision Making 3	,539	,417
Participation in Decision Making 4	,612	,501
Job Design 1	,572	,362
Job Design 2	,551	,339
Work Engagement 1	,623	,577
Work Engagement 2	,475	,443
Work Engagement 3	,586	,539
Work Engagement 4	,692	,692
Work Engagement 5	,559	,440
Work Engagement 6	,553	,454
Work Engagement 7	,543	,431
Extra-Role Customer Service 1	,572	,553
Extra-Role Customer Service 2	,587	,547
Extra-Role Customer Service 3	,762	,688
Extra-Role Customer Service 4	,588	,541
Extra-Role Customer Service 5	,721	,688
Role-Prescribed Customer Service 1	,545	,317
Role-Prescribed Customer Service 2	,502	,218
Role-Prescribed Customer Service 3	,486	,256
Role-Prescribed Customer Service 4	,362	,264
Cooperation 3	,466	,324
Cooperation 4	,574	,370
Cooperation 5	,551	,373

Extraction Method: Maximum Likelihood.

The communalities table, it informs us about the percentage of variance for each variable that is interpreted from the total amount of factors. Since the factors were identified as four from the Table 8 we continue the statistical analysis.

Table 10. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,893
Bartlett's Test of Sphericity	Approx. Chi-Square	18910,836
	df	630
	Sig.	,000

KeiserMeyer-Olkin (KMO) that evaluates the adequacy of the sample (desired values > 0.8 for satisfactory homogeneity).

Table 11. (Leadership) Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,859	,858	4

This table of SPSS shows the Cronbach's Alpha of the four items of leadership and we accepted it. Prices of the index greater than 0.7 are usually considered satisfactory. (Cronbach's Alpha indicator > 0.7)

Table 12. (Leadership) Descriptive Statistics

	N	Mean	Std. Deviation
Mean_Leadership	904	3,1850	,78353
Leadership 2	904	2,96	,967
Leadership 4	904	3,17	,932
Leadership 6	904	3,19	,985
Leadership 7	904	3,42	,850
Valid N (listwise)	904		

This table of SPSS shows the mean and the Std. Deviation of the responders for the four items of leadership, separately and at the first line we can see the whole leadership with the four questions together.

Table 13. (HPWS) Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,899	,899	13

This table of SPSS shows the Cronbach's Alpha of the thirteen items of HPWS and we accepted it. The prices of the index greater than 0.7 are usually considered satisfactory. (Cronbach's Alpha indicator > 0.7)

Table 14. (HPWS) Descriptive Statistics

	N	Mean	Std. Deviation
Mean_HPWS	904	3,2792	,58094
Recruitment and Selection 1	904	3,50	,847
Recruitment and Selection 2	904	3,35	,904
Recruitment and Selection 3	904	3,49	,859
Recruitment and Selection 4	904	3,31	,900
Training and Development 1	904	3,33	,825
Training and Development 2	904	3,03	,866
Training and Development 3	904	3,05	,810
Training and Development 4	904	3,29	,871
Participation in Decision Making 2	904	3,32	,787
Participation in Decision Making 3	904	3,41	,814
Participation in Decision Making 4	904	3,34	,913
Job Design 1	904	3,17	,916
Job Design 2	904	3,03	,912
Valid N (listwise)	904		

This table of SPSS shows the mean and the Std. Deviation of the responders for the thirteen items of HPWS separately, and at the first line we can see the whole HPWS with the thirteen questions together.

Table 15. (WE) Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,867	,867	7

This table of SPSS shows the Cronbach's Alpha of the seven items of WE and we accepted it. The prices of the index greater than 0.7 are usually considered satisfactory. (Cronbach's Alpha indicator > 0.7)

Table 16. (WE) Descriptive Statistics

	N	Mean	Std. Deviation
Mean_WE	904	3,4638	,67154
Work Engagement 1	904	3,51	,892
Work Engagement 2	904	3,55	,778
Work Engagement 3	904	3,46	,965
Work Engagement 4	904	3,54	,930
Work Engagement 5	904	3,23	,927
Work Engagement 6	904	3,32	,933
Work Engagement 7	904	3,63	,865
Valid N (listwise)	904		

This table of SPSS shows the mean and the Std. Deviation of the responders for the seven items of WE, separately and at the first line we can see the whole WE with the seven questions together.

Table 17. (ERB) Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,891	,891	12

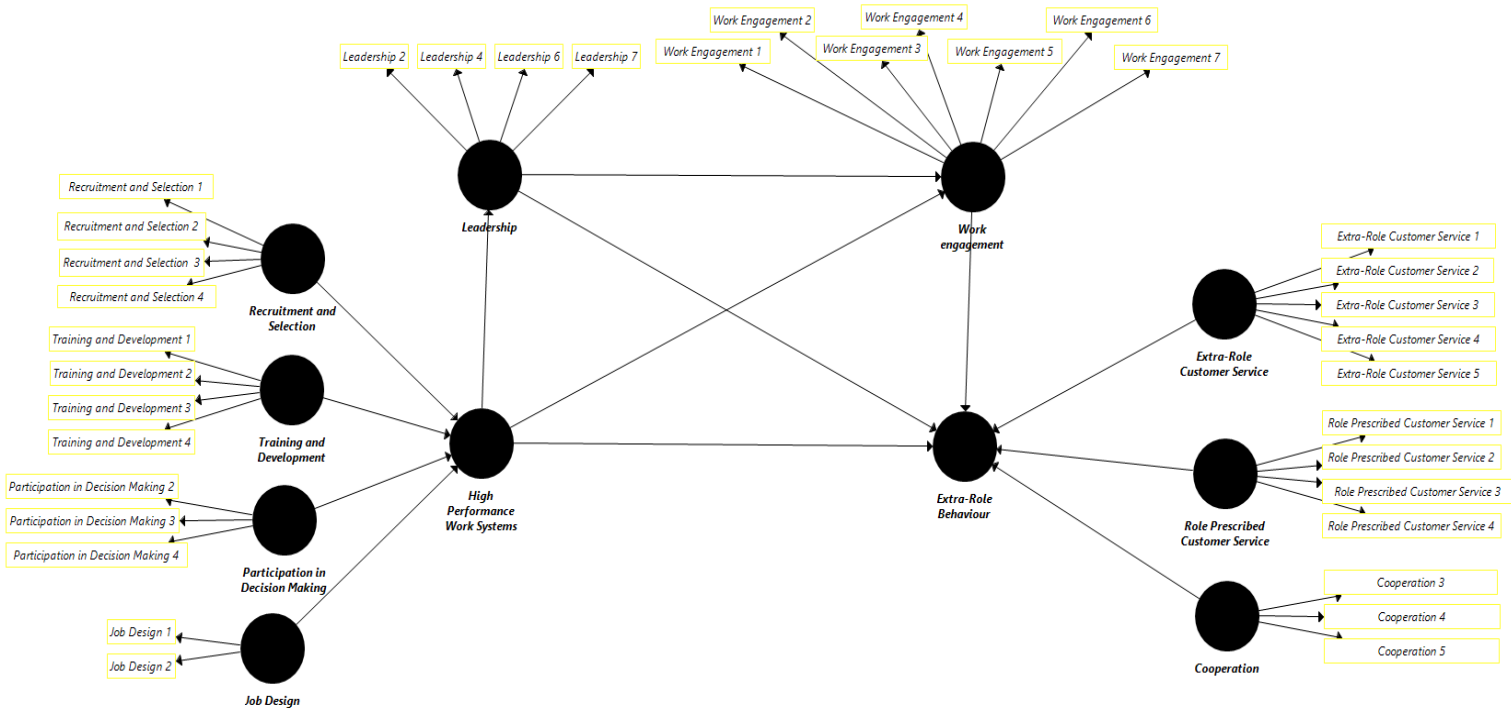
This table of SPSS shows the Cronbach's Alpha of the twelve items of ERB and we accepted it. The prices of the index greater than 0.7 are usually considered satisfactory. (Cronbach's Alpha indicator > 0.7)

Table 18. (ERB) Descriptive Statistics

	N	Mean	Std. Deviation
Mean_ERB	904	4,1044	,41028
Extra-Role Customer Service 1	904	4,21	,617
Extra-Role Customer Service 2	904	4,18	,575
Extra-Role Customer Service 3	904	4,09	,677
Extra-Role Customer Service 4	904	4,10	,609
Extra-Role Customer Service 5	904	4,08	,598
Role-Prescribed Customer Service 1	904	3,99	,691
Role-Prescribed Customer Service 2	904	4,15	,532
Role-Prescribed Customer Service 3	904	4,16	,584
Role-Prescribed Customer Service 4	904	4,12	,584
Cooperation 3	904	4,08	,586
Cooperation 4	904	4,00	,650
Cooperation 5	904	4,11	,576
Valid N (listwise)	904		

This table of SPSS shows the mean and the Std. Deviation of the responders for the twelve items of ERB, separately and at the first line we can see the whole ERB with the twelve questions together.

Figure 2. The conceptual model with the items that were used is configured as follows.



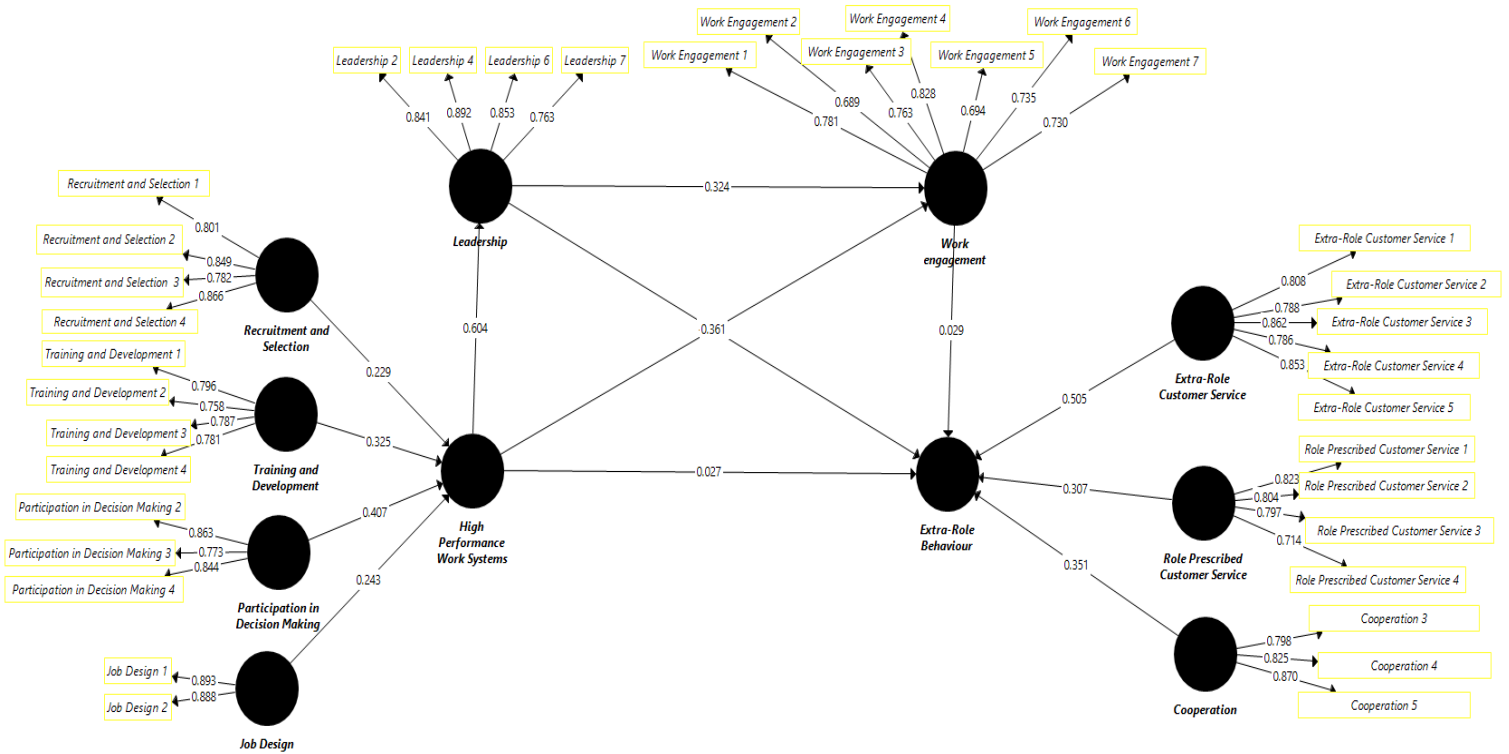
Due to the statistical analysis we excluded the “Participation in Decision Making 1”, “Job Design 3”, “Job Design 4”, “Role Prescribed Customer Service 5”, “Cooperation 1”, “Cooperation 2”.

3.4 Assessment of the measurement model.

Based on the above, the conceptual model (figure 2) contains both reflective and formative indicators. As for the reflective ones, validity and reliability was assessed by Hair’s et al. (2016, p. 95) guidelines, which include “individual indicator reliability”, “composite reliability (CR)”, and “Average Variance Extracted (AVE)”. According to Table 19, all factor loadings were above 0.5 thresholds, while the AVE and CR scored were above the threshold of 0.50 and 0.70, respectively. As regards discriminant validity, two criteria which are available in SmartPLS were followed (Henseler, Ringle & Sarstedt, 2014), namely the “Fornell-Lacker”, and the “Heterotrait-Monotrait ratio” (HTMT < 0.85). While all of the HTMT values were below 0.85, discriminant validity was achieved. Finally, regarding formative indicator (HPWS), a different approach should be followed as opposed to reflective ones. First, the recommendations of Petter, Straub and Rai (2007) were followed. Next, all “formative factors” were examined for “multicollinearity” by taking into account the

“Variance Inflation Factors” (VIF) (see Cenfetelli & Bassellier, 2009). All of the VIF loadings were below the upper threshold of 3.33. Hence, based on this methodology, it is evident that construct reliability was achieved.

Figure 3. The measurement model.



The factor loadings should be greater than 0.50 as proposed by Hair et al. (2007). All loadings were greater than 0.50, with most loadings exceeding 0.80. The factor loadings ranged from 0.689 to 0.893. The high factor loadings give reason to conclude that the measures have convergent validity.

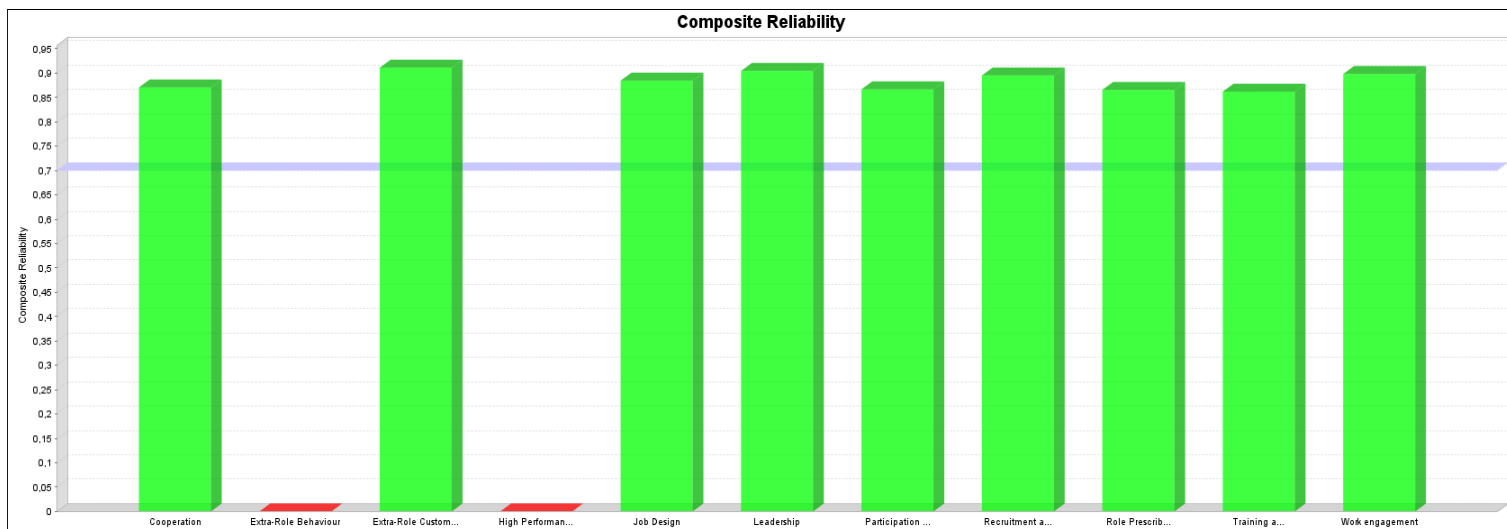
Table 19. The construct reliability and validity (SmartPLS).

Construct Reliability and Validity

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
	Cronbach's Al...	rho_A	Composite Rel...	Average Varian...
Cooperation	0.777	0.778	0.871	0.692
Extra-Role Beh...		1.000		
Extra-Role Cust...	0.878	0.878	0.911	0.672
High Performa...		1.000		
Job Design	0.739	0.739	0.884	0.793
Leadership	0.858	0.862	0.904	0.703
Participation in...	0.769	0.774	0.867	0.685
Recruitment an...	0.843	0.845	0.895	0.681
Role Prescribed...	0.792	0.792	0.865	0.617
Training and D...	0.787	0.791	0.862	0.609
Work engagem...	0.867	0.871	0.898	0.558

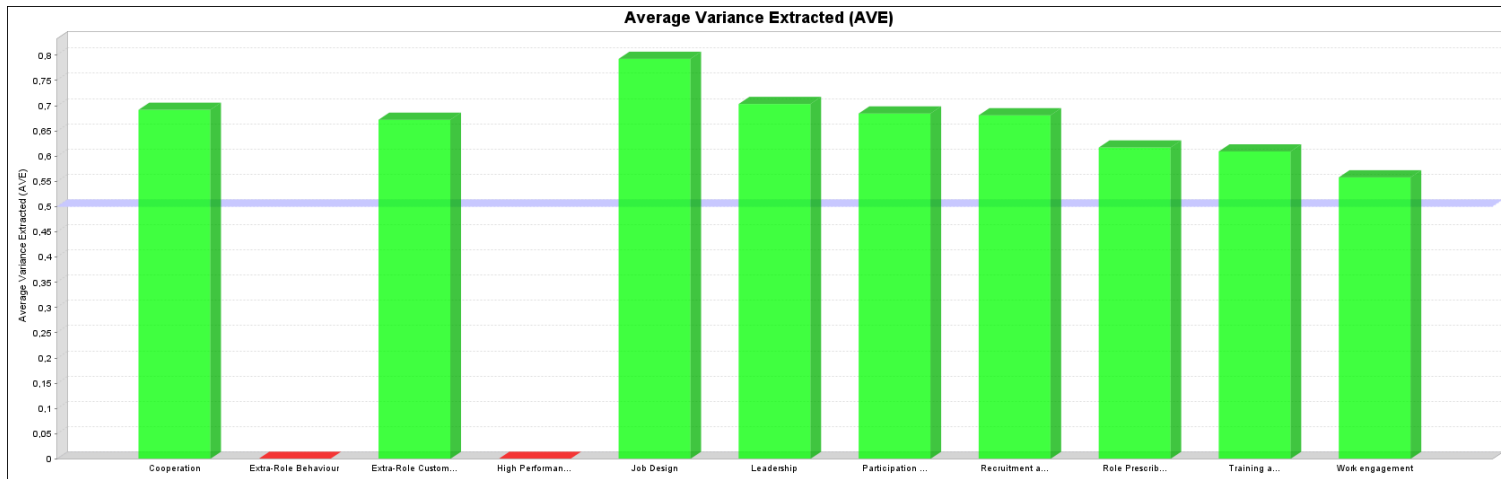
From the table presented above, it is clearly stated that all the variables used in this research were reliable since it obtained the Composite Reliability and Cronbach's Alpha values are more than 0.7. Also, the Average Variance Extracted (AVE) values are more than 0.5. Therefore all values fall within the acceptable range to conclude good reliability and the threshold is satisfied.

Figure 4. The Composite reliability (SmartPLS).



From this diagram of SmartPLS we can confirm the results of Table 19, about the acceptable Composite Reliability values (Composite Reliability >0, 7).

Figure 5. The Average Variance Extracted, AVE (SmartPLS)



From this diagram of SmartPLS we can confirm the results of Table 19, about the acceptable Average Variance Extracted (AVE) values ($AVE > 0.5$).

Table 18. The Discriminant Validity, Fornell-Larcker Criterion (SmartPLS).

Discriminant Validity

	Cooperation	Extra-Role Beh...	Extra-Role Cus...	High Performa...	Job Design	Leadership	Participation i...	Recruitment a...	Role Prescribe...	Training and D...	Work engage...
Cooperation	0.832										
Extra-Role Beh...	0.807										
Extra-Role Cust...	0.624	0.907	0.820								
High Performa...	0.300	0.438	0.421								
Job Design	0.128	0.238	0.219	0.744	0.890						
Leadership	0.223	0.323	0.308	0.604	0.412	0.839					
Participation in...	0.307	0.407	0.396	0.896	0.528	0.571	0.827				
Recruitment an...	0.308	0.396	0.396	0.751	0.420	0.373	0.631	0.825			
Role Prescribed...	0.410	0.729	0.526	0.258	0.143	0.201	0.200	0.207	0.786		
Training and D...	0.225	0.352	0.324	0.851	0.584	0.532	0.662	0.499	0.263	0.781	
Work engagem...	0.296	0.415	0.403	0.557	0.412	0.542	0.529	0.329	0.213	0.464	0.747

The “Fornell-Lacker Criterion” is achieved, and the “Heterotrait-Monotrait ratio” (HTMT < 0.85). While all of the HTMT values were below 0.85 (see also, Table 19), discriminant validity was accomplished.

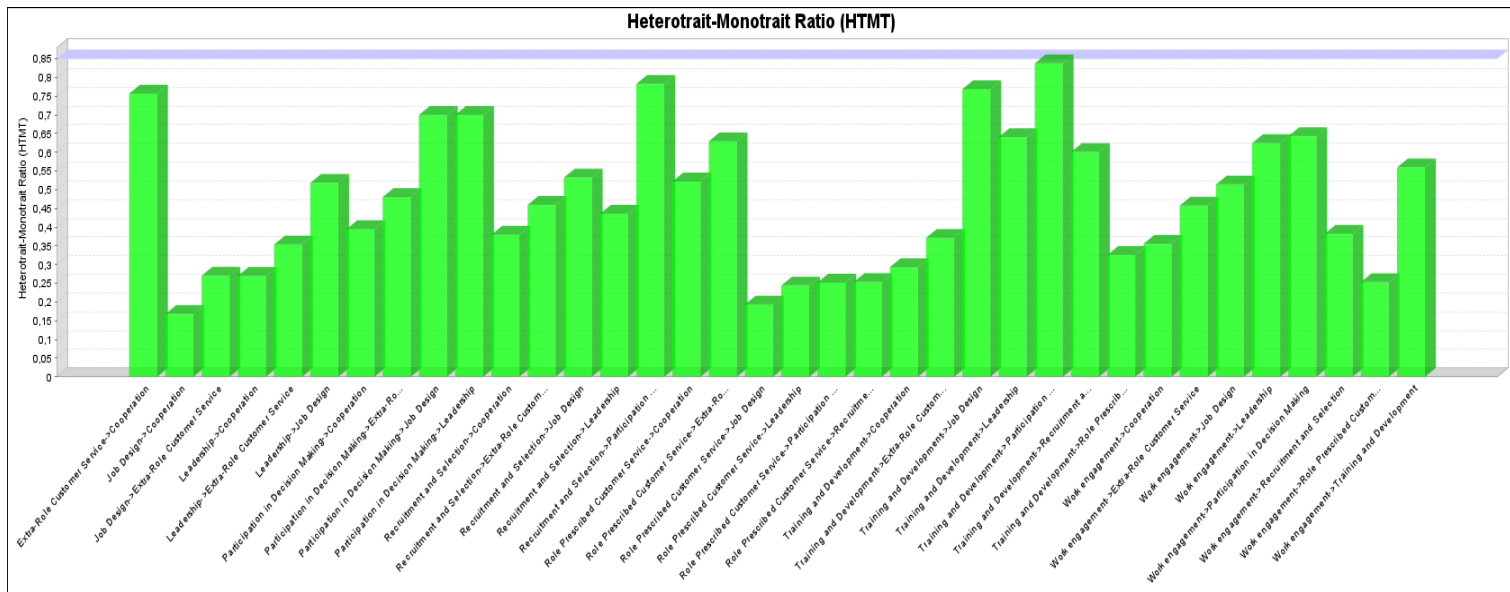
Table 19. The Discriminant Validity, HTMT (SmartPLS).

Discriminant Validity

	Cooperation	Extra-Role Cus...	Job Design	Leadership	Participation i...	Recruitment a...	Role Prescribe...	Training and D...	Work engage...
Cooperation									
Extra-Role Cust...	0.757								
Job Design	0.168	0.270							
Leadership	0.270	0.354	0.518						
Participation in...	0.395	0.481	0.700	0.700					
Recruitment an...	0.380	0.460	0.532	0.436	0.783				
Role Prescribed...	0.522	0.629	0.193	0.244	0.252	0.253			
Training and D...	0.293	0.372	0.769	0.640	0.838	0.601	0.326		
Work engagem...	0.355	0.457	0.514	0.625	0.643	0.382	0.253	0.560	

This table reconfirms the discriminant validity that was achieved, all of the HTMT values were below 0.85.

Figure 6. The Discriminant Validity, HTMT (Smart PLS).



We see diagrammatically that the Discriminant Validity, HTMT achieved (HTMT < 0.85).

Table 20. Collinearity Statistics (VIF)

Collinearity Statistics (VIF)

Outer VIF Values		Inner VIF Values					
	VIF		VIF		VIF		VIF
Cooperation 3	1.435	Leadership 2	2.242	Role Prescribed...	1.703	Work Engagem...	1.618
Cooperation 4	1.712	Leadership 4	2.669	Role Prescribed...	1.316		
Cooperation 5	1.896	Leadership 6	2.180	RolePrescribed...	2.015		
Cooperation3	1.653	Leadership 7	1.644	RolePrescribed...	1.818		
Cooperation4	2.048	Participation in...	1.780	RolePrescribed...	1.806		
Cooperation5	2.012	Participation in...	1.395	RolePrescribed...	1.500		
Extra-Role Cust...	1.945	Participation in...	1.716	Training and D...	1.601		
Extra-Role Cust...	1.773	Participationin...	2.469	Training and D...	1.615		
Extra-Role Cust...	2.865	Participationin...	1.897	Training and D...	1.712		
Extra-Role Cust...	1.783	Participationin...	2.071	Training and D...	1.516		
Extra-Role Cust...	2.783	Recruitment an...	1.648	TrainingampDe...	1.959		
ExtraRoleCusto...	2.031	Recruitment an...	1.691	TrainingampDe...	1.757		
ExtraRoleCusto...	2.014	Recruitment an...	2.316	TrainingampDe...	1.905		
ExtraRoleCusto...	2.977	Recruitment an...	2.477	TrainingampDe...	2.090		
ExtraRoleCusto...	2.027	Recruitmeta...	1.817	Work Engagem...	2.038		
ExtraRoleCusto...	2.894	Recruitmeta...	2.478	Work Engagem...	1.688		
Job Design 1	1.522	Recruitmeta...	1.856	Work Engagem...	1.938		
Job Design 2	1.522	Recruitmeta...	2.740	Work Engagem...	2.301		
JobDesign1	2.091	Role Prescribed...	1.799	Work Engagem...	1.691		
JobDesign2	1.895	Role Prescribed...	1.742	Work Engagem...	1.816		

“Variance Inflation Factors” (VIF) (Cenfetelli & Bassellier, 2009) should be below 3.33. All of the VIF loadings were below the upper threshold of 3.33, showing that there is no problem of multicollinearity in our model.

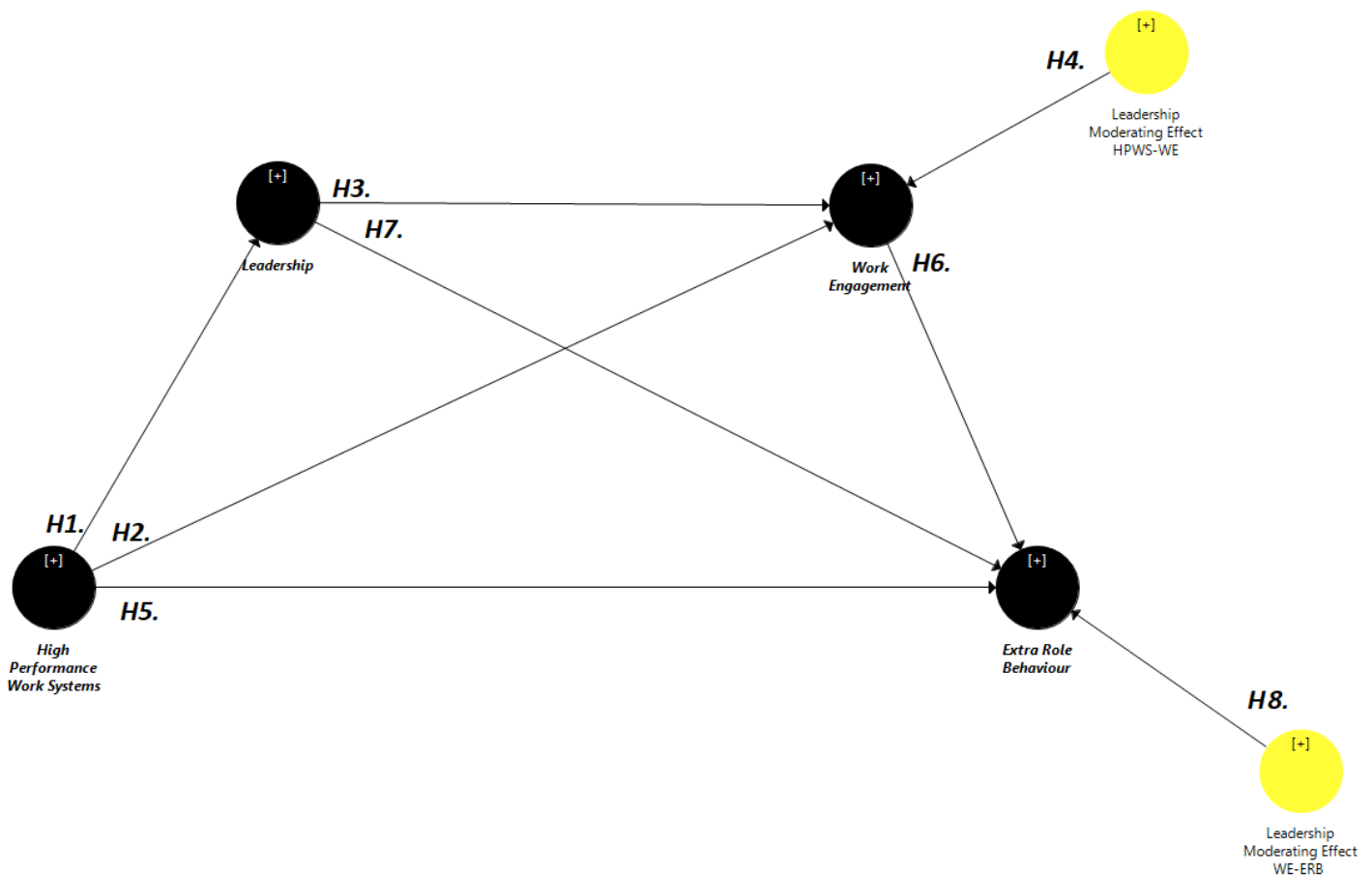
3.5 Control variables

We controlled for six demographic individual-level variables, including gender (male=0, female=1), age (in years), education (1 = high school graduated, 2 = bachelor’s degree, 3 = master’s degree, 4 = other qualifications), type of employment (1 = part-time, 2 = full time), work relationship (1= seasonal employment, 2= fulltime contract), job positions, (1= frontline employees, 2= floor department employees, 3= services employees, 4= kitchen staff, 5= the drivers, 6= general employment workers, 7= accounting officers, 8= administrative employees, 9= other job positions). The analysis showed that none of the abovementioned demographic variables had any effect on our model. Hence, we excluded them from the analysis. As a result, the reported results are presented with the demographic variables omitted.

3.6 The structural model.

For the needs of the study, “Partial Least Squares Structural Equation Modeling (PLSSEM)” was applied with the “SmartPLS 3.2” (Ringle, Wende, Becker, 2014) software. PLS-SEM is continuously increasing popularity in hospitality research, since it has the ability to include hierarchical component models, which are comprised by formative and reflective constructs, which was essential element in the research. The proposed model is depicted in Figure 2. Specifically, high performance work systems, treated as a “reflective-formative” high-order component. In doing so, the “repeated indicators approach” was followed with (formative) measurement mode B (Becker, Klein & Wetzels, 2012, p. 361) in combination with the “two-step approach” (Hair, Hult, Ringle & Sarstedt, 2016, pp. 230–233). Figure 7 depicts the final model.

Figure 7. The “Two-Step Approach” model with Hypotheses.



At this figure we can see the structural model with the hypotheses.

4. Results

Analysing the structural model (Figure 8), the bootstrapping procedure was applied (2000 randomly drawn samples). Table 21 and figure 8 shows the path coefficient along with their significance levels. Analytically table 20 shows that high performance work systems influences significantly leadership ($\beta = 0.627$, $p < 0.001$). High performance work systems influences significantly work engagement ($\beta = 0.391$, $p < 0.001$). High performance work systems influences significantly extra-role behaviour ($\beta = 0.227$, $p < 0.001$). From the above, the high performance work systems positively influence the leadership, work engagement and extra-role behaviour, consequently the Hypotheses 1,2 and 5 are supported.

Likewise, leadership was significantly influence related to work engagement ($\beta = 0.295$, $p < 0.001$), while leadership was not significantly related to extra-role behaviour ($\beta = 0.010$, $p > 0.001$). Moreover, work engagement is significantly associated with extra-role behaviour ($\beta = 0.264$, $p < 0.001$). Furthermore, Hypothesis 3 proposed that leadership mediates the relationship between high performance work systems and work engagement; Hypothesis 7 proposed that leadership mediates the relationship between high performance work systems and extra-role behaviour. Based on the process that is followed regarding mediation, the “indirect effects” between the “independent” and the “dependent” variables should be statistically significant (Zhao, Lynch & Chen, 2010, p. 204).

These indirect relationships were calculated based on the “product-of coefficient ($\alpha\beta$)” approach (MacKinnon et al., 2002), via the bootstrap analysis (2.000 samples) option in SmartPLS. According to the Table 22, the indirect relationship between HPWS and WE is statistically significant ($\beta = 0.391$, $p < 0.001$), so the leadership partial mediates the relationship between high performance work systems and work engagement ($\alpha\beta = 0.185$, $p < 0.001$), it is a partial mediator, although leadership is not mediating, high performance work systems and extra-role customer behaviour ($\alpha\beta = 0.006$, $p > 0.001$), thus Hypothesis 3 is supported and Hypothesis 7 is not. The relationship between high performance work systems and extra-role behaviour is partial mediated by work engagement ($\alpha\beta = 0.104$, $p < 0.001$); work engagement is a partial mediator as we already have statistically significant relationships (e.g. HPWS- ERB, $\beta = 0.227$, $p < 0.001$), thus Hypotheses 6 is supported. The analysis revealed servant leadership moderates the relationship

between high performance work systems and work engagement ($\alpha\beta = 0.090$, $p < 0.05$), thus Hypothesis 4 is supported. Finally, based on the process that is followed, regarding moderation Hypothesis 8 is also supported because servant leadership moderates the relationship between work engagement and extra-role customer behaviour ($\alpha\beta = 0.103$ and $p < 0.05$).

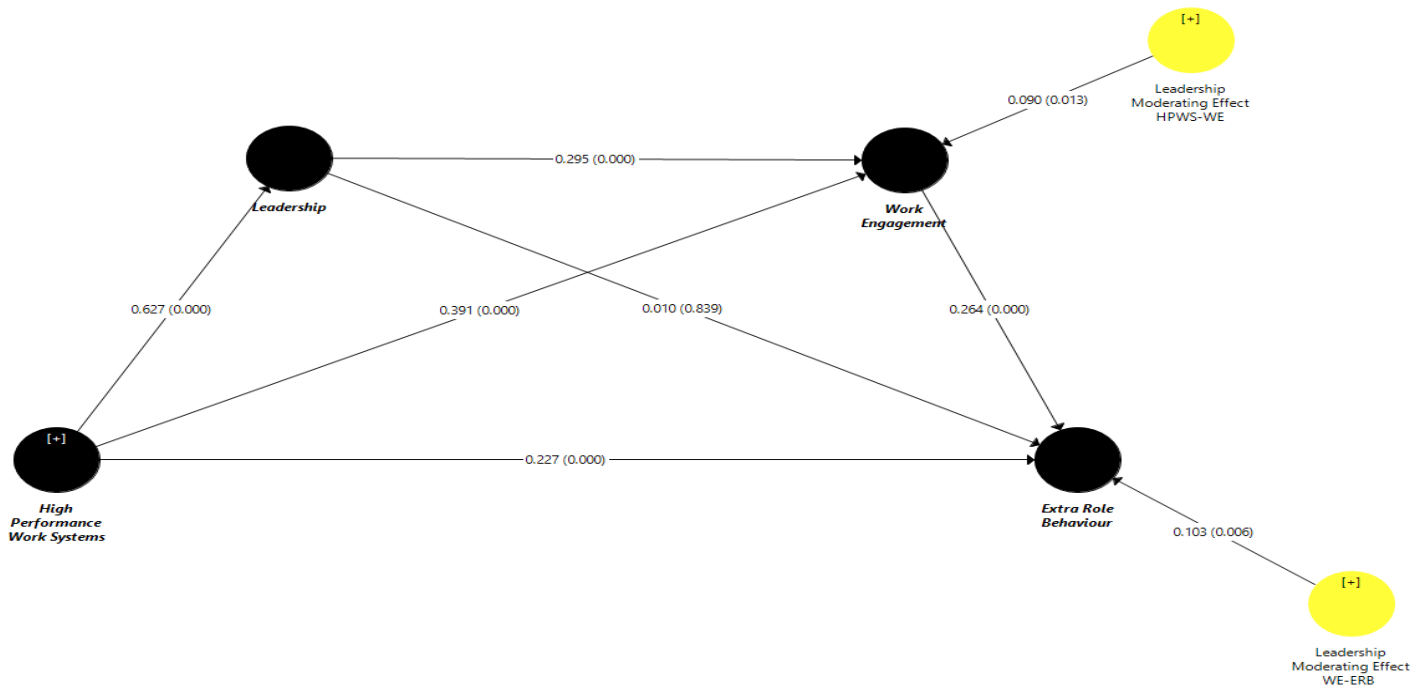
From the results, we can notice the significance of high performance work systems to the leadership, work engagement and extra-role behaviour. The positive influence of high performance work systems, to all of these factors make us understand the necessity of high performance work systems in the hospitality sector to achieve more engagement and extra-role behaviours, as the high performance work systems creates a favourable environment for servant leadership behaviours.

Since the work engagement is significantly associated with extra-role behaviour, we have to notice, how this related to high performance work systems and extra-role behaviour. The relationship between high performance work systems and extra-role behaviour is partial mediated by work engagement and work engagement is a partial mediator as we already have statistically significant relationships from high performance work systems to extra-role behaviour; that means, the influence of high performance work systems to extra-role behaviour is affected from the work engagement of employees.

As the leadership was not significantly related to extra-role behaviour it was expected that leadership is not mediating, the relationship between high performance work systems and extra-role customer behaviour. Despite of that, other several positive results on the model came out; the leadership was significantly influence related to work engagement, we understood the mediation role between high performance work systems and the work engagement, as also the mediator role of leadership between high performance work systems and the work engagement, thus we can understand, through that, the crucial role of leadership to the organization, as not only filter and give positive influence to the relationship between them, but also reinforce and strengthen this relationship. The fundamental value of the servant leadership in this model, is established one more time, with the moderating effect of leadership between the relationship work engagement and extra-role customer behaviour. This effect shows that the leadership fortify the relationship of the work engagement and extra-role behaviour, make us to underline the importance of leadership once more.

All of the above results, points the significance, the importance and the cohesion of these factors through that model, to highlight the necessity of the factors.

Figure 8. The structural model.



The structural model after bootstrapping in the SmartPLS give us the exact values that have been analyze in our results. This figure shows the path coefficients and the P-Values between all of the connections in the model.

Table 21. Path Coefficients (SmartPLS).

Path Coefficients

Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples					
				Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
High Performance Work Systems -> Extra Role Behaviour				0.227	0.224	0.043	5.292	0.000
High Performance Work Systems -> Leadership				0.627	0.626	0.026	23.980	0.000
High Performance Work Systems -> Work Engagement				0.391	0.391	0.041	9.557	0.000
Leadership -> Extra Role Behaviour				0.010	0.012	0.051	0.204	0.839
Leadership -> Work Engagement				0.295	0.296	0.039	7.560	0.000
Leadership Moderating Effect HPWS-WE -> Work Engagement				0.090	0.090	0.036	2.484	0.013
Leadership Moderating Effect WE-ERB -> Extra Role Behaviour				0.103	0.103	0.037	2.758	0.006
Work Engagement -> Extra Role Behaviour				0.264	0.265	0.037	7.080	0.000

The most important of this table values, are the path coefficients, the T Statistics and the P Values. We can see that only the direct relationship between leadership and extra-role behaviour is not significant since the path coefficients are smaller than <0,1 , the T statistics are smaller than > 1,96 and the P Values gives a significance more than 0>0.05 and there is percentage of mistake, so this relationship is not statistical important.

Table 22. Specific Indirect Effects (Smart PLS).

Specific Indirect Effects

Mean, STDEV, T-Values, P-Values	Confidence Intervals	Confidence Intervals Bias Corrected	Samples					
				Original Sampl...	Sample Mean (...)	Standard Devia...	T Statistics (O/...	P Values
				0.006	0.008	0.032	0.203	0.840
				0.104	0.104	0.020	5.262	0.000
				0.078	0.078	0.015	5.211	0.000
				0.185	0.186	0.027	6.751	0.000
				0.024	0.024	0.010	2.487	0.013

This table, shows the indirect effects of the factors on different relationships. The most important values of this table, are the path coefficients, the T Statistics and the P Values. We can see that the only mediated relationship from leadership to the high performance work systems and extra-role behaviour is not significant since the path coefficients are smaller than $<0,1$, the T statistics are smaller than $> 1,96$ and the P Values gives a significance more than $0>0.05$ and there is percentage of mistake, so this relationship is not statistical important.

5. Discussion and implications.

The hospitality sector has a long history of being very hierarchical, with decision-making power concentrated in the hands of management. Traditional leadership styles (primarily autocratic), in which managers are more inclined to deploy authoritative techniques, govern a large portion of the global hospitality business. Traditional authoritarian leadership methods are no longer popular in this industry, particularly among younger workers. (Kong, Sun, & Yan, 2016). Service companies should not only look for supervisors who have more other-focused leadership skills, but also train their current managers to adopt servant leadership attributes, Øgaard et al. (2008) have highlighted the need for better leadership in the hospitality industry. Namasivayam, Guchait, and Lei et al. (2014) underlined the importance of ensuring that hospitality managers are aware of the extent to which their leadership style and more significantly, certain leadership behaviours, have a beneficial impact on employee outcomes.

The findings of the study show that establishing high performance work systems allows an organization to generate higher levels of work engagement among its employees, who will form emotional attachments with the company if they feel

well-cared for. These findings back up previous findings in this area. (Alfes et al., 2013; Karatepe & Olugbade, 2016).

A different perspective, arguing that high-performance work systems may not be beneficial to employees and may even be harmful to their psychosocial well-being, because such practices lead to more stressful work due to the high degree of performance anticipated (Mariappanadar, 2014). Through another view, high performance work systems have already been proved to have a favourable impact on leadership in the HRM literature (Boxall & Purcell, 2003), since the implementation of high performance work systems is not sufficient to achieve extra-role behaviour; considering that the appropriate leadership style can boost employees' engagement and extra-role customer behaviour (Li & Hung, 2009). Employees tend to feel increased levels of engagement when they are comfortable with their leaders (Mayer et al., 1995); according to the findings of the study, combining effective HRM procedures with a leader who possesses the desired attributes results in extra-role customer behaviours.

In general, a lack of employee involvement can have a detrimental impact on employee collaboration and behaviour. (Aryee et al., 2016; Reijseger et al., 2017; Luu, 2018). Employee engagement has been shown to have an impact on both individual and organizational performance. (Salanova et al., 2014). Work engagement can influence the extra-role behaviour (Karatepe, 2013; Demerouti et al., 2015) that also supported from the research findings that confirm the positive influence of work engagement on extra-role customer service behaviour.

The findings have both practical and theoretical implications that can lead to improved performance and better outcomes. Hotel HR departments, as well as management, should focus their strategies on practices that can influence positively their employees. Organizations should focus on hiring the most qualified and proper people, for the managerial positions, as the key is having the suitable leaders in the accurate places. Working environments in the hospitality industry should be conducive to inspiring servant characteristics in management as well as increasing employee engagement levels.

The hypotheses of this study were confirmed, except the hypothesis 7 as also at the study of Huertas-Valdivia et al., (2021), since they also found that servant leadership (SL) is not mediating high performance work systems (HPWS) and extra-role behaviour (ERB). This study had some statistically stronger relationships

between the factors than Valdivia's to the most of the hypotheses; as also supported the hypothesis that high performance work systems (HPWS) significantly influence extra-role behaviour (ERB), although Valdivia's et al., not supported that hypothesis. Analytically, both of the studies found strong relationships between high performance work systems (HPWS) and servant leadership (SL), high performance work systems (HPWS) and work engagement (WE), as also strong mediating effects between high performance work systems (HPWS) and extra-role behaviour (ERB) with the mediator work engagement (WE) and finally we both have the relationship between high performance work systems (HPWS) and work engagement (WE) mediated by servant leadership (SL). At this study we further found moderating effects from the servant leadership (SL) that moderates the relationship between high performance work systems (HPWS) and work engagement (WE), servant leadership (SL) moderates the relationship between work engagement (WE) and extra-role behaviour (ERB).

High performance work systems, according to this study, may be crucial in reaching these outcomes. The results of the full mediation model obtained in this study, generates that these practices must be implemented in the context of servant-engaging behaviours from leaders if they are to motivate hospitality employees to exert extra effort. In conclusion, if hospitality firms want to encourage more extra-role behaviour among their employees and construct a high performance work system structure to do so, leaders' servant behaviours and more engaged employees are definitely the answer that we seek. Consequently pay attention to the leaders, take care of them and have them satisfied, because with their performance, they will lead, reinforce and bring the victory of the service game.

6. Limitations.

Since this study is cross-sectional, conclusions about causality cannot be drawn. The data was collected at a one time-point, so the directions of the causality among variables cannot be examined. Also, the data was collected from across ten hotel five stars organizations that are specifically located in the Mykonos island, so there is a need in the hospitality sector to be examined further, across different hotel categories. In order to validate the model variables, different variables are measured using different respondents at different time points. (e.g., over a separate time lapse,

supervisors rate employees' extra-role behaviour.). Furthermore, because this study focused on individual analysis, the study variables were best measured through self-report like the perceived behaviour of the leader, work engagement level of employee.

Other unique leadership styles could be incorporated to improve understanding of which leadership style best motivates individuals to perform better at work. Furthermore, when other organizational contextual elements and interpersonal qualities are considered, the positive effects of servant leadership may be amplified. For example, it would be compelling to explore whether some personal characteristics of leaders, even their age could be a factor. As a result of servant leadership style, other aspects of employee behaviour and performance, such as professionalism, could be studied. The impact of national culture on leadership might be recognized, with leadership values varying between countries or maybe at different places within Greece. Using data from various cultural and industrial contexts to re-examine the model provided in this study could help to validate the results' generalizability. Despite these limitations, the findings of the study contribute to the HRM and hospitality literatures by exposing the impact of high performance work systems on the behaviour of leaders and employees.

7. Conclusions and future research avenues.

The findings, also support the theory that hospitality workers are more engaged at work when they believe their superior prioritizes their needs over his or her own. This study shows that servant leaders motivate people by providing them a sense of purpose, helping employees create pride in their work and company, and encouraging employee work engagement. The findings of this study that disclose the mediating mechanisms required to improve employees' extra-role behaviour are undoubtedly the most intriguing. The results show how high performance work systems promote extra-role behaviour through a series of mechanisms (servant leadership and work engagement). The study findings indicate that the leader's role, specifically the leader's servant behaviour, is critical in encouraging employee engagement, a state that leads to extra-role behaviour in employees. When these two conditions coincide, employees are more likely to conduct extra-role behaviour.

This research contributes to the human resources and hospitality literature by identifying two essential elements (servant leadership and work engagement), that are

critical in inspiring hospitality staff to provide superior service. Thus, the study's most important theoretical contribution is its conceptual and empirical demonstration that high performance work systems indirectly influence employee extra-role behaviour by increasing employee work engagement levels, and that this influence occurs sequentially via two important mediators: servant leadership and work engagement.

Since, the data was collected from specific five stars hotels that are specifically located in the Mykonos island, there is a need to examine further, across different hotel categories and maybe different locations in Greece. Furthermore, when other organizational contextual elements and interpersonal qualities are considered, the positive effects of servant leadership may be amplified. For example, it would be compelling to explore whether some personal characteristics of leaders, even their age could be a factor. As a result of servant leadership style, other aspects of employee behaviour and performance, such as professionalism, could be studied; or even different styles of leadership, to improve understanding of which leadership style best motivates individuals to perform better at work.

Using data from various cultural and industrial contexts to re-examine the model provided in this study could help to validate the results' generalizability. Moreover, because hospitality is a 24-hour-a-day industry with regular interactions between clients and employees, it could be interesting to explore if similar results can be found in businesses other than the hotel industry. These findings are hoped to encourage other researchers to do additional research stressing the importance of positive psychological outcomes in the hospitality business.

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