

The Mediation impact of Psychological Empowerment on Humble Leadership and Employees' Proactive Behavior in 7 Days Inn Hotel Chain in China

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Abstract

Modelling humble behaviours, encouraging feedback, and respecting employees' ideas are all ways in which humble leadership, a style that centres on humility, self-reflection, and openness—creates a trusting and cooperative work atmosphere. This thesis seeks to delve deeply into the connection between modest leadership, psychological empowerment, and proactive employee behaviour. It offers operational management suggestions for improving organizational performance and employee motivation, as well as new theoretical perspectives for management practices in organizations. With the help of human resource-related organizations in each region, 550 online questionnaires were sent out to employees of 7 Days Inn chain hotels in major cities like Beijing, Shanghai, Guangzhou, and Shenzhen. A total of 477 valid questionnaires were recovered, yielding an 86.72% valid recovery rate. The data was analysed statistically using SPSS27.0 and AMOS28.0. The results of the structural equation modelling path analysis indicate that, in the context of humble leadership, the following leadership traits significantly impact psychological empowerment: self-awareness, openness to feedback, appreciation of others, and psychological empowerment. What's more, these traits significantly influence proactive behaviour. Psychological empowerment moderated the relationship between self-awareness, feedback openness, and appreciation of others and proactive behaviour, according to the analysis of the mediation effect. The following results were obtained from the analyses of moderating effects: Within the context of this study, we find that self-awareness, openness to feedback, and appreciation of others all have an impact on proactive behaviour; however, conscientiousness acts as a moderator in the relationships between these three variables.

Keywords: Humble leadership, Proactive behavior, psychological empowerment, Colleague support, Conscientiousness

1.1 Introduction

There has been revolutionary expansion in China's hotel sector within the last decade. According to Zhao, Li, and Wu (2019), the market is projected to reach 114 billion USD by 2022, thanks to a compound annual growth rate of about 7.3% over the past five years. Increases in both local and international tourism, as well as substantial investments in infrastructure, have been the primary drivers of this expansion. Additionally, Huang and Xie (2018) found that business and leisure travel have been boosted by China's Belt and Road Initiative, which has promoted increased connectivity. Managing a large workforce committed to providing exceptional guest experiences is a challenge that comes with such remarkable growth. According to Chen, Zhou, and Lam (2017), Chinese culture and philosophy are the foundation of modest leadership, in contrast to the current trend towards more collaborative and people-oriented leadership styles in the West. Humbleness, respect for others, and harmonious interpersonal interactions are emphasized in Confucian principles, which are profoundly ingrained in Chinese society. Liu, Chen, and Yao (2020) cite recent research that shows how modest leadership can improve team collaboration, decrease turnover, and boost employee well-being. Since its establishment in 2005, 7 Days Inn has been one of the leading enterprises in China's cheap hotel sector,

committed to the development concept of green, healthy, smart, shared, and cultural values. At present, it operates in 370 locations across the country and boasts 3000 outlets. In 2014, two additional members were formally added to the 7 Days brand family: "7 Days Premium" and "7 Days Sunshine." "7 Days Sunshine" is targeting trendy, budget-friendly lodgings in urban areas, while "7 Days Premium" is marketed as a luxury economy hotel. The well-known "7 Days Inn," which is part of the 7 Days brand family, is well recognized for its efficiency and ease of use. Being the "young generation's choice" is a fundamental value shared by all three of these hotel goods, and they work together to completely reflect this attitude. Employee turnover is a major problem in the hotel business, which is known for its service-centric nature. The hotel industry has a yearly turnover rate of about 73.8%, which is among the highest of all businesses, according to a 2019 report by the Bureau of Labor Statistics. Many people believe that issues like unhappiness with one's employment, a lack of autonomy, and ineffective management are to blame for this high turnover rate (Hankin & Tracey, 2018). Recent research has shown that the hospitality industry in China has a significantly higher yearly staff turnover rate than the global average, reaching 25% (Zhang & Li, 2019). This trend highlights the critical need for improved leadership styles, particularly those that inspire and hold on to their staff. Although the causes, antecedents, and outcomes of proactive conduct have all been extensively studied, our understanding of the more general mechanisms underlying proactive behaviour is still limited due to a lack of systematic study on the topic. Researchers need to keep digging because there isn't a single, overarching theory that can direct the whole field (Zhang and Liao, 2019; Hu et al. 2019). Employees' proactive actions are good for company operations, yet research shows that most workers are more used to taking it easy and accepting their jobs as they are (Parker, 2000; 2006). Managers and academics alike are increasingly interested in the question of how businesses may encourage initiative and proactive conduct among their staff in light of recent shifts in the external environment (Aspinwall, 2020). The way a leader conducts themselves has a significant impact on the way their employees think and act. Leadership styles can significantly affect employee outcomes; one such style is modest leadership, which stresses self-awareness, feedback-openness, and appreciation-of-others. Specifically, further empirical research is needed to determine if modest leadership practices encourage employees to take initiative. Relying on improvements at the individual level to encourage proactive conduct in businesses has limited positive impacts, according to Zhang et al. (2019), who found that most academic research on employee-initiated behaviour is focused on the individual level. Alterations implemented at the team or organizational level to encourage proactive conduct may have more readily apparent beneficial consequences.

Literature Review

Psychological Empowerment

Psychological empowerment is seen as a complex notion that encompasses an individual's sense of agency and impact at work. According to Thomas and Velthouse (1990) and Spreitzer (1995), this state is characterized by a sense of autonomy, self-efficacy, and the importance of one's employment function. According to recent research (Zhang & Bartol, 2018), empowerment is defined as a mental condition that encourages workers to be self-reliant and proactive in their work. Effects on the mental and emotional state of subordinates: Employees' intentions to leave their current positions and levels of burnout are negatively impacted by psychological empowerment, whereas job satisfaction, attitude toward work, and organizational commitment are positively impacted. Findings from research on the relationship between job satisfaction and empowerment climate, psychological environment, and job characteristics have all pointed to psychological empowerment as a moderating factor (Liden, Wayne, and Sparrow, 2000; Seibert, 2004; Carless, 2004). Psychological empowerment acted as a mediator between transformative leadership and employee organizational commitment, according to research by Avolio et al. (2009). In a study conducted by Li (2006), it was found that four aspects of psychological empowerment—work meaning, autonomy, self-efficacy, and organizational commitment—had a beneficial effect. Interestingly, the job meaning dimension of empowerment was also found to predict both turnover intentions and job burnout. Both the individual and the organizational levels are important reflections of the antecedent determinants of psychological empowerment. At the individual level, the most important elements affecting psychological empowerment are gender, age, education level, and tenure. Workers who have completed more formal schooling tend to feel more competent and empowered psychologically, according to research by Spreitzer (1995). Employee tenure does impact psychological empowerment, according to Koberg's (1999) research. Psychological

empowerment was unrelated to demographic variables such as gender, amount of education, etc. According to research by Hochwlder and Brucefors (2005), two aspects of psychological empowerment—competence and self-determination—are considerably impacted by age. Knowledge workers' opinions of psychological empowerment were shown to be significantly affected by gender, married status, age, and education level, according to research by Qiaoling Lei and Changshen Zhao (2009) that analysed data from 351 samples. Moreover, Shi (2020) shown that psychological empowerment can be influenced by factors such as age, work hierarchy, tenure, and level of education.

On the flip side, centralization of leaders has a negative effect on employees' psychological empowerment, according to Menon's (2001) study. There are a number of factors that influence psychological empowerment, including leadership conduct, the organization's structure, the environment, and the climate. According to research by Thomas and Velthouse (1990), workers' views of their workplace had a substantial impact on their sense of psychological agency. According to Spreitzer (1995), structural factors that contribute to employees feeling more empowered include less supervisory control, a greater climate of involvement, easier access to information, and stronger socio-political support. Similarly, Seibert (2004) found that an organization's empowerment climate affects employees' levels of psychological empowerment.

Colleague Support

One of the most important ideas in organizational behaviour is "colleague support," which is defined as the help and encouragement that coworkers provide to one another. Because of its far-reaching effects on workers' health, productivity, and happiness on the workplace, this idea has recently attracted a lot of interest in the field of organizational studies. Support from coworkers is defined in recent research along multiple criteria. As a kind of emotional support, demonstrating care and understanding for coworkers can boost morale and alleviate stress. Helping out with jobs or duties in a concrete way is an example of instrumental support, which has an effect on productivity on the job. When it comes to making decisions and improving one's skills, informational support—the sharing of information and advice—is crucial (Johnson & Smith, 2020). Employees report higher levels of job satisfaction and lower rates of stress and burnout when they have supportive relationships at work. A more engaged and loyal workforce is the result of an encouraging workplace (Chen & Lim, 2021). In regard to the research on the moderating impact model. The association between job unhappiness and employee innovativeness might be moderated by peer support, according to Ju et al. (2008). According to Zhao (2011), the correlation between psychological contract and organizational citizenship behaviour was mitigated by the presence of supportive coworkers. According to Yang (2011), the link between psychological empowerment and innovative behaviour among employees was mitigated positively by the presence of supportive coworkers. The impact of psychological empowerment on employees' inventive behaviour is inversely proportional to the strength of their perceived support from colleagues. According to research by Guo and Du (2013), the correlation between genuine leadership and fatigue in the workplace is mitigated by the presence of supportive coworkers. Cui (2015) found that the association between psychological capital and proactive conduct is moderated positively by a sense of peer support. Managers have discovered that employees benefit greatly from having the support of their coworkers. There is no class distinction because everyone is on an equal or comparable level with their coworkers. Workers in China are more prone to approach their coworkers with concerns or suggestions than their superiors because of the large power distance in the country. Not only that, but people are more likely to have chances to talk to their coworkers at the workplace because that's where they are most often encountered. Many facets of workers' attitudes, behaviours, and emotions will reflect the outcomes of this openness to communication and high frequency of contact. According to research by Wei (2015), in a highly interactive workplace, employees are more likely to feel the strong support of their coworkers than that of their supervisors. There are primarily two kinds of models used to study the effects of peer support: main effect models and moderating effect models. Colleague support decreased employee turnover behaviour, according to Lverson's (1999) main effect model. According to research by Beehr et al. (2000), having supportive coworkers has a favourable effect on performance and a negative effect on psychological stress. Support from coworkers has a substantial impact on how well employees' complete tasks, according to research by Chiaburu and Harrison (2008). According to Su (2008), when employees feel supported by their coworkers, it boosts their inventiveness. Support from coworkers has a favourable effect on employees' constructive behaviour, according to research by Liang and Tang (2019). Support from coworkers has a favourable effect on employees' good behaviours on the

job, according to research by Zhu and Yiwen (2013).

Conscientiousness

Among the Big Five personality qualities, conscientiousness has been the subject of much research in the fields of organizational behaviour and psychology. New studies have dissected conscientiousness into its component parts, which include a focus on detail, a preference for organization, and the ability to control one's impulses. How hard and how persistent a person works is a measure of their industriousness. When people are neat and tidy, it shows that they like things to be organized and structured. A person with self-discipline is able to rein in their desires and stay focused on what they need to do (Costa & McCrae, 2019). According to a review of the relevant literature, the majority of the present studies examining the conscientiousness outcome variable have concentrated on its effects on occupational performance. Researchers Salgado (1997) and Schmidt and Hunter (1998) found that "Conscientiousness" is the best personality trait to use when trying to forecast how well an employee will do on the job. An effective predictor of employee performance is conscientiousness, according to Barrick et al. (1991). Overall personality prediction is not ideal, they said, and the selection process should only look at the employee's commitment. According to research by Liu et al. (2000), conscientiousness is a good predictor of how well people would do in a variety of job roles and settings. Conscientiousness was also found to be a good predictor of task performance across a variety of occupational groups in the study by Barrick and Mount (1993). There was a strong correlation between conscientiousness and relational performance, according to Salomon (2000). Using data collected in a Malaysian setting, Woon (2001) discovered a favourable correlation between conscientiousness and relational performance. According to research by Stewart et al. (2006), adaptive performance was positively affected by conscientiousness. According to research conducted in China, conscientiousness acted as a moderator between abuse management and performance in three areas: tasks, relationships, and employee output. Employees' conscientiousness had a beneficial effect on their adaptive performance, according to research by Qu et al. (2012) and Wu et al. (2010). The interpersonal facilitation and task devotion dimensions of peripheral performance were both positively correlated with conscientiousness, according to Yang (2011). Employee relationship performance was positively affected by conscientiousness, according to Yao (2013). The relationship between charismatic leadership and relational performance can be mediated through conscientiousness and job commitment (Chen, 2017). A higher level of conscientiousness on the part of the employee mitigates the detrimental impact of abusive management on their performance. Further, the correlation between an organization's ethical climate and employees' deviant behaviour might be moderated by conscientiousness, according to Liu (2009). According to Grant (2010), being conscientious has a favourable effect on constructive actions. A higher level of conscientiousness was associated with better levels of self-determination, according to research by Liu et al. (2011), which in turn was positively correlated with all three categories of psychological needs. A favourable correlation between conscientiousness and work engagement was observed by Lu (2011). According to research by Liu (2013), employees' conscientiousness attribute significantly reduced their likelihood of engaging in unproductive conduct. The association between self-directed perfectionism and procrastination can be moderated by conscientiousness, according to Hou et al. (2017). New insights into the nature of procrastination, its influences, and the interplay between these elements are offered by the results.

1.2 Theoretical Development Gaps and Expectations

Many areas of management and organizational behaviour have made great strides forward, yet there are still big holes in the theory. These voids provide possibilities for further study and innovation, especially in light of the fact that organizational problems are always changing and new theoretical viewpoints are always being considered. The incorporation of new technology into preexisting organizational ideas is a major void. This includes AI and ML. Theoretical models frequently fail to account for how workplace dynamics have evolved in response to technology developments. It is becoming more important to comprehend the ways in which these technologies impact the structures of organizations, the styles of leadership, and the behaviour of employees (Smith & Lewis, 2019). A shortage of theoretical knowledge in this area has been exposed by the recent trend towards remote and hybrid work patterns, which was hastened by the Corona Virus Disease-2019 epidemic. Leadership in distant contexts,

virtual team dynamics, and the effect of digital communication on company culture should all be the subject of future theoretical work (Johnson et al., 2020). A more comprehensive cross-cultural viewpoint in organizational theories is now required due to globalization. Many of the existing models fail to consider the subtleties of other cultural settings because they are based on a Western-centric perspective. With today's enterprises operating on a worldwide scale, it is more important than ever to formulate theories that can be applied to a wide range of cultural contexts (Chen & Miller, 2018). Mainstream organizational theories fail to sufficiently incorporate sustainability and corporate social responsibility, despite their growing importance for organizations. According to Wang and Berens (2019), these factors ought to be considered in future theoretical advancements that investigate the incorporation of social responsibility and sustainable practices into the plans and operations of organizations. Managing workforces that span many generations, encouraging innovation in dynamic markets, and resolving complex ethical difficulties are all examples of modern problems that leadership theories must adapt to solve. We don't yet know enough about how leadership philosophies like servant leadership and transformational leadership may change to meet these new problems (Li & Long, 2021). The breadth of studies examining what factors impact workers' ability to do their jobs well. Proactive conduct, a concept with favourable performance traits, has been long ignored in Favor of individual-level variables such as social capital, work autonomy, network position, and organizational dedication.

We expand the traditional antecedents of proactive behaviour from the level of the person to the level of the organization, focusing on attributes, emotions, and motivations, and we validate the mechanism by which a modest leadership style affects employees' proactive behaviour. Few studies have examined the connection between humble leadership and employees' proactive behaviour, although numerous studies have confirmed the influence of transformational, honest, inclusive, and self-sacrificing leadership on this trait. In light of the present state of affairs, this research endeavours to investigate the potential impact of a modest leadership style on the initiative displayed by staff members. Examining the role of employees perceived psychological empowerment as a mediator between humble leadership style and proactive behaviour is the primary goal of this study. The secondary objective is to shed light on the mechanism by which humble leadership influences proactive behaviour, which in turn will help managers employ strategies that boost morale and productivity in the workplace.

Research Methodology

1.3 Conceptual Framework

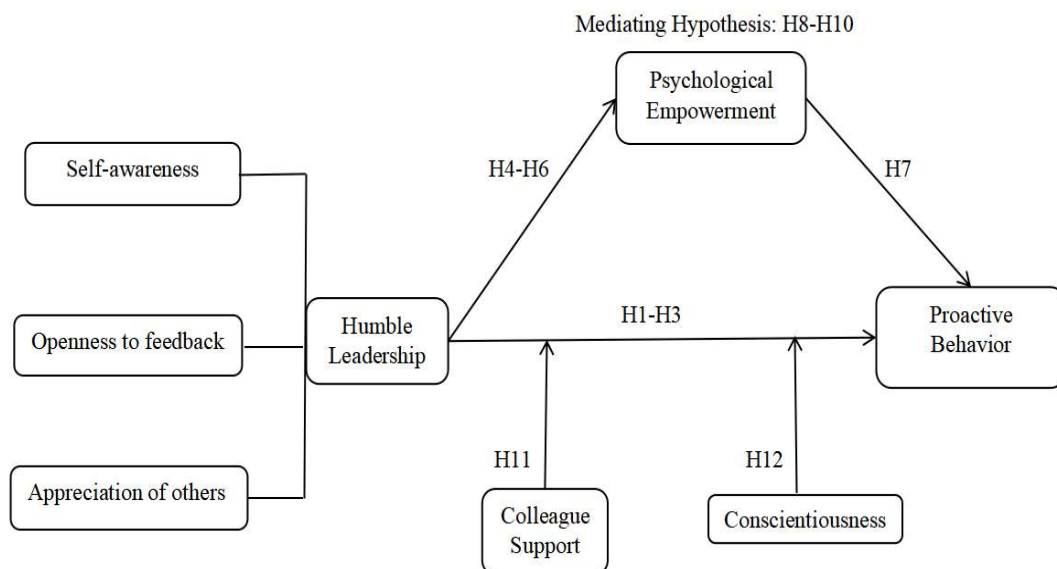


Figure1 Conceptual Framework of humble leadership and proactive behavior

1.4 Research Design

Humble leadership, psychological well-being, support from colleagues, conscientiousness, proactive

behaviour, self-awareness, feedback openness, and appreciation for others were the variables studied in this survey-based study. Members of the 7-day hotel chain's lower, middle, and senior management teams make up the study's population. At the same time, this study's sampling area consists of hotels in the Express Hotels - 7 Days Chain in China. It would be prudent to choose a sample size of approximately 550 people. We suggest using 550 individuals from different cities and outlets in a stratified random sample. As a result, the sample is protected against possible dropouts and can continue to be statistically significant. While considering practical constraints and the possibility of non-responses, this size guarantees the reliability and validity of the findings.

DATA ANALYSIS

1.5 Descriptive statistical analysis

Table2 Descriptive analysis

Item	Number	Min	Max	Mean	Standard deviation	Skewness	Kurtosis
SA1	477	1	5	3.6	1.042	-0.463	-0.289
SA2	477	1	5	3.92	1.135	-0.978	0.251
SA3	477	1	5	3.86	1.077	-0.645	-0.458
SA4	477	1	5	3.75	1.135	-0.552	-0.491
SA5	477	1	5	3.87	1.058	-0.828	0.089
SA6	477	1	5	3.8	1.104	-0.606	-0.549
OF1	477	1	5	3.79	1.045	-0.789	0.264
OF2	477	1	5	3.77	0.991	-0.815	0.596
OF3	477	1	5	3.7	1.043	-0.564	-0.012
OF4	477	1	5	3.81	1.102	-0.649	-0.178
OF5	477	1	5	4.11	0.879	-1.217	1.988
AO1	477	1	5	3.63	1.034	-0.589	-0.061
AO2	477	1	5	3.83	1.111	-1.067	0.741
AO3	477	1	5	3.62	1.16	-0.744	-0.175
AO4	477	1	5	3.68	1.063	-0.885	0.499
AO5	477	1	5	3.95	1.068	-0.973	0.406
MC1	477	1	5	3.69	1.097	-0.396	-0.59
MC2	477	1	5	3.79	1.098	-0.666	-0.179
MC3	477	1	5	3.79	1.069	-0.441	-0.459
MC4	477	1	5	3.85	1.088	-0.557	-0.509
MC5	477	1	5	3.92	1.081	-0.653	-0.298
MC6	477	1	5	3.82	1.08	-0.758	0.149

SD1	477	1	5	3.68	1.097	-0.336	-0.771
SD2	477	1	5	3.55	1.185	-0.251	-0.952
SD3	477	1	5	3.77	1.055	-0.616	-0.201
I1	477	1	5	3.41	1.137	-0.154	-0.833
I2	477	1	5	3.56	1.128	-0.349	-0.717
I3	477	1	5	3.57	1.135	-0.44	-0.623
CS1	477	1	5	3.61	1.181	-0.471	-0.676
CS2	477	1	5	3.62	1.112	-0.3	-0.861
CS3	477	1	5	3.67	1.205	-0.548	-0.645
CS4	477	1	5	3.6	1.127	-0.229	-0.979
CS5	477	1	5	3.65	1.118	-0.357	-0.878
CS6	477	1	5	3.78	1.113	-0.456	-0.811
CS7	477	1	5	3.59	1.221	-0.406	-0.906
C1	477	1	5	3.72	1.054	-0.567	-0.312
C2	477	1	5	3.76	1.168	-0.628	-0.462
C3	477	1	5	3.87	1.07	-0.525	-0.713
C4	477	1	5	3.61	1.028	-0.24	-0.525
C5	477	1	5	3.84	1.02	-0.576	-0.332
C6	477	1	5	3.72	1.044	-0.381	-0.72
PB1	477	1	5	3.67	1.195	-0.509	-0.668
PB2	477	1	5	3.81	1.045	-0.633	-0.203
PB3	477	1	5	3.87	1.221	-0.958	0.014
PB4	477	1	5	3.94	1.098	-0.921	0.078
PB5	477	1	5	3.92	1.11	-0.81	-0.127

From the above table, it can be seen that the mean value of each question item is between 3.41-4.11, which can be seen that its distribution is relatively balanced, and the standard deviation of each question item is between 0.879-1.221, which indicates that the dispersion of the sample data is small, and Klein (1998) argues that, when the skewness of the sample data has an absolute value of <3 , and the kurtosis has an absolute value of <8 , the observed variables can be regarded as basically conforming to the normal distribution, whereas from the above statistics, the pattern of all the question items has an absolute value of <3 and a kurtosis of <8 , which is much smaller than the reference value proposed by Klein (1998). From the above statistics, the absolute value of skewness of all items is <3 and the absolute value of kurtosis is <8 , which are much smaller than the reference values proposed by Klein (1998), so it can be regarded that the pattern of the large sample data basically conforms to the normal distribution, which meets the basic requirements of the hypotheses of this paper for the analysis of

the data.

1.6 Reliability

Table3 Results of Reliability Analysis of Questionnaire Scale

Dimension	Item	CITC	Cronbach's	alpha	Cronbach's Alpha
SA	SA1	0.682	0.858		
	SA2	0.662	0.861		
	SA3	0.699	0.855		
	SA4	0.625	0.868		0.878
	SA5	0.728	0.85		
	SA6	0.716	0.852		
OF	OF1	0.709	0.831		
	OF2	0.675	0.84		
	OF3	0.637	0.85		0.865
	OF4	0.732	0.825		
	OF5	0.691	0.838		
AO	AO1	0.689	0.8		
	AO2	0.71	0.792		
	AO3	0.607	0.822		0.842
	AO4	0.656	0.808		
	AO5	0.581	0.828		
MC	MC1	0.666	0.889		
	MC2	0.732	0.879		
	MC3	0.751	0.876		
	MC4	0.717	0.881		0.898
	MC5	0.769	0.873		
	MC6	0.709	0.882		
SD	SD1	0.699	0.729		
	SD2	0.667	0.764		0.821
	SD3	0.663	0.766		
I	I1	0.676	0.717		
	I2	0.656	0.738		0.808
	I3	0.638	0.756		
CS	CS1	0.7	0.866		
	CS2	0.616	0.877		
	CS3	0.7	0.866		
	CS4	0.7	0.867		0.886
	CS5	0.645	0.873		
	CS6	0.698	0.867		
	CS7	0.678	0.869		

	C1	0.717	0.83	
	C2	0.644	0.845	
C	C3	0.632	0.846	0.864
	C4	0.664	0.84	
	C5	0.677	0.838	
	C6	0.621	0.847	
	PB1	0.659	0.81	
	PB2	0.619	0.821	
PB	PB3	0.589	0.831	0.844
	PB4	0.645	0.814	
	PB5	0.753	0.785	

From the above table3, it can be seen that the Cronbach's alpha coefficients of SA, OF, AO, MC, SD, I, CS, C, PB are 0.878, 0.865, 0.842, 0.898, 0.821, 0.808, 0.886, 0.864, 0.844 respectively, which are greater than the criterion of 0.7, which indicates that the variables have a good internal consistency reliability. CITC are all greater than the 0.5 criterion, indicating that the measurement items meet the requirements of the study. From the 'Cronbach's alpha value of deleting the question,' deleting any question does not cause an increase in Cronbach's alpha value, which also indicates that the variable has good reliability.

1.7 Structural Equation Modeling(SEM)

1.8 Comparison of Initial and Revised Models

After statistically analyzing the reliability and validity of the questionnaire, the study further developed an overall structural model, performing calculations using AMOS 27.0 and estimating using the maximum likelihood method, the results are shown in Figures9 below.

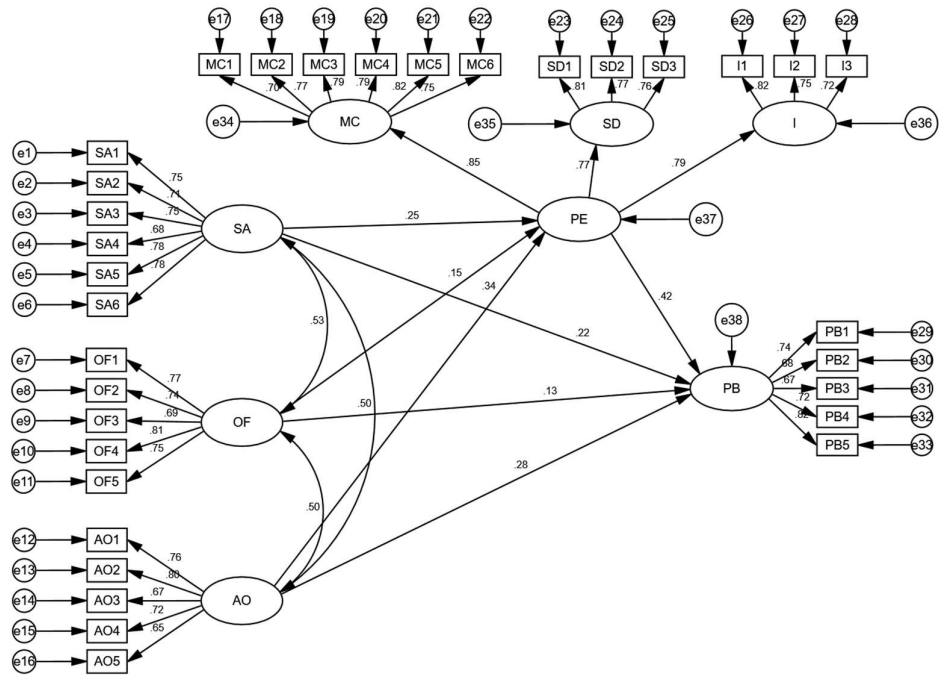


Figure9 SEM initial path coefficient model diagram

Table29 Initial model fit

Fitness Index	Critical Values	Statistical value	Fitting Judgement
CMIN	—	778.473	—
DF	—	482	—
CMIN/DF	<3	1.615	Yes
RMR	<0.08	0.045	Yes
GFI	>0.8	0.911	Yes
AGFI	>0.8	0.896	No
NFI	>0.9	0.909	Yes
IFI	>0.9	0.963	Yes
TLI	>0.9	0.96	Yes
CFI	>0.9	0.963	Yes
RMSEA	<0.08	0.036	Yes

As can be seen in Table29, the fit indices for the first order and second-order factors are the same because they have the same degrees of freedom. The model fit indices $GFI=0.961 > 0.9$, $CFI=0.980 > 0.90$, $TLI=0.973 > 0.90$, $RMSEA=0.059 < 0.08$, and $SRMR=0.031 < 0.05$ are all ideal (Wu, 2009), indicating that the corroborating factor analysis (CFA) passes, and the corresponding parameter table is shown in Table 4.28. From the above table, it can be seen that the AGFI is less than 0.9, which does not meet the requirements except that all other indicators have reached the ideal value, therefore, the model needs to be corrected to make the AGFI reach the ideal value.

Table30 Indicators of covariance correction between residuals

			M.I.	Par Change
E20	<-->	E21	42.839	0.144

In this research, the correlation path is added between e20 and e21, and the model needs to be re-estimated after adding the correlation path. After correction and re-execution of the analysis the model is obtained as follows.

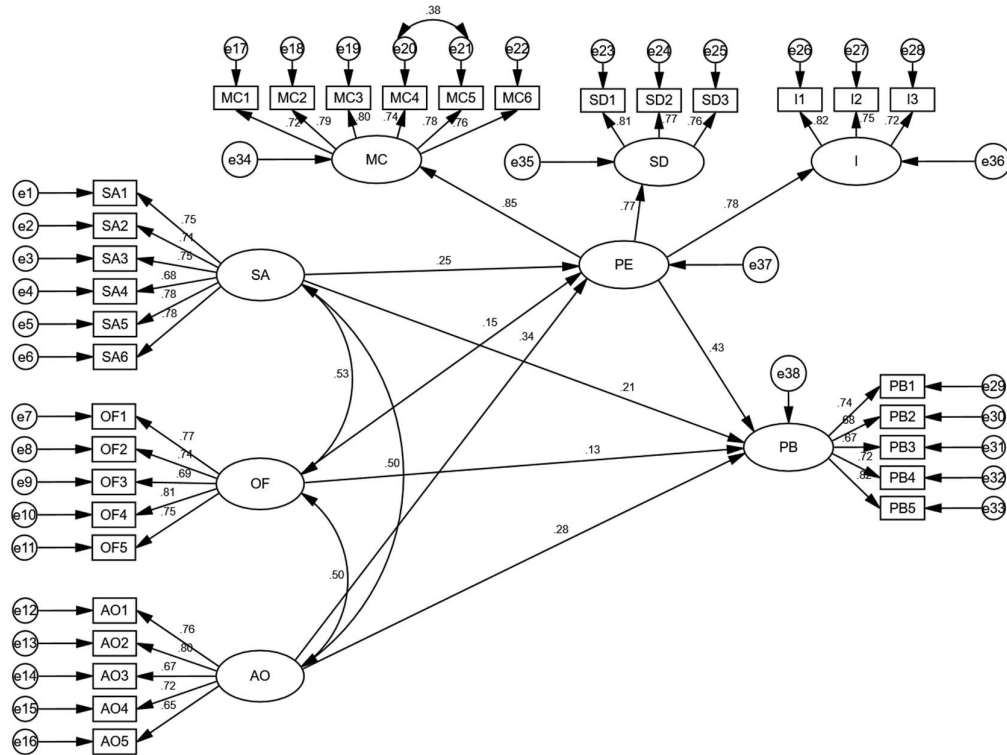


Figure10 SEM Modified Path Coefficient Model Plot

Table31 Modified model fit

Fitness Index	Critical Values	Statistical value	Fitting Judgement
CMIN	—	727.483	—
DF	—	481	—
CMIN/DF	<3	1.512	Yes
RMR	<0.08	0.045	Yes
GFI	>0.8	0.916	Yes
AGFI	>0.8	0.902	Yes
NFI	>0.9	0.915	Yes
IFI	>0.9	0.97	Yes
TLI	>0.9	0.966	Yes
CFI	>0.9	0.969	Yes
RMSEA	<0.08	0.033	Yes

From the modified model fit results in Table31 above, it can be seen that the CMIN/DF is 1.512, which

is less than the standard of 3, GFI, AGFI, NFI, TLI, IFI, CFI all reach the standard of 0.9 or more, the RMR is 0.045, which is less than 0.08, RMSEA is 0.033, which is less than 0.08, and the various fitting indexes are all in line with the general research standards, so it can be considered that this model is made up of good fitness.

1.9

1.10 Hypothesis Test

The modified structural equation modelling in Figure12 is used to evaluate the structural relationships based on the proposed hypotheses as shown in Table39 below, from the data in the table, it can be seen that in the effect of Self-awareness (SA) on Psychological Empowerment (PE), there is a positive effect. In the influence of Self-awareness (SA) on Psychological Empowerment (PE), there is a positive influence with a path coefficient of 0.247 and $P < 0.5$, i.e., there is significance, and with the increase of SA, PE also tends to increase, i.e., Hypothesis H1 is valid; in the influence of Openness to Feedback (OF) on Psychological Empowerment (PE), there is a positive influence with a path coefficient of 0.154 and $P < 0.5$, i.e., there is significance, is 0.154, and $P < 0.5$, i.e., there is significance, and as OF increases, PE also tends to increase, i.e., hypothesis H2 is valid; in the influence of Appreciation of Others (AO) on Psychological Empowerment (PE), there is a positive influence, with a path coefficient of 0.337, and $P < 0.5$, i.e., there is significance, and as AO increases, PE also tends to increase, i.e., hypothesis H2 is valid. That is, there is significance and as AO increases, PE also tends to increase, that is, hypothesis H3 is valid.

In the influence of Self-awareness (SA) on Proactive Behavior (PB), there is a positive influence, the path coefficient is 0.215, and $P < 0.5$, i.e., there is significance, and with the increase of SA, the PB also tends to increase, i.e., Hypothesis H5 is valid; in the influence of Openness to Feedback (OF) on Proactive Behaviour (PB), there is a positive influence with a path coefficient of 0.127 and $P < 0.5$, i.e. there is significance, and as OF increases, PB also tends to increase, i.e. hypothesis H6 is valid; in the case of the influence of Appreciation of Others (AO) on Proactive Behavior (PB) has a positive influence with a path coefficient of 0.28 and $P < 0.5$, i.e., there is significance, and as AO increases, PB also tends to increase, i.e., hypothesis H7 is valid.

In the influence of Psychological Empowerment (PE) on Proactive Behavior (PB), there is a positive influence with a path coefficient of 0.427 and $p < 0.5$, i.e., there is a significance, and with the increase of PE, there is a tendency for PB to increase, i.e., Hypothesis H4 is valid.

Table39 Path coefficients

	Path	Standardized coefficient	Unstandardized coefficient	S.E.	C.R.	P	Suppose
SA	→ PE	0.247	0.211	0.054	3.869	***	Supported
OF	→ PE	0.154	0.127	0.052	2.443	0.015	Supported
AO	→ PE	0.337	0.286	0.056	5.122	***	Supported
SA	→ PB	0.215	0.244	0.056	4.34	***	Supported
OF	→ PB	0.127	0.139	0.052	2.661	0.008	Supported
AO	→ PB	0.28	0.317	0.059	5.337	***	Supported
PE	→ PB	0.427	0.569	0.08	7.099	***	Supported

CONCLUSION

Leaders use feedback better with self-awareness. High-self-awareness people are more open to input and can objectively evaluate it. This openness to feedback helps them detect and fix their mistakes faster, boosting self-efficacy. Self-aware people frequently reflect on their experiences and lessons. Active self-reflection helps people improve, boosting confidence. Self-aware leaders are more open to feedback and can improve from it (London & Smither, 2002). This ongoing learning and growth boost the leader's confidence and influence at work.

These are crucial to psychological empowerment. Organizational context greatly affects psychological empowerment, which is an individual's perspective of their role's meaning, competence, self-determination, and impact. Research shows that openness to feedback by leaders empowers staff psychologically. Increased information flow and employee involvement in decision-making processes directly contribute to sentiments of competence and autonomy, which are fundamental components of psychological empowerment. Promoting self-awareness can help companies encourage proactive behaviour. Training programs in emotional intelligence, self-regulation, and feedback can accomplish this. Organizations may build a workforce that is more aware of individual strengths and weaknesses and more proactive in identifying and implementing improvements. Future studies could increase sample variety and representativeness. This study mostly included hotel chain employees in first-tier Chinese cities, limiting its generalizability. Future research should expand samples in different areas and types of organizations or compare cross-cultural studies to confirm humble leadership's universal impact on employee behaviour and cultural variety.

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