

Inspiring employee voice through leader–member exchange

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The competitiveness in the hotel setting around the world is increasingly developing worldwide, as hotels try to follow innovative strategies to cultivate, and as customers have more alternatives to make choices. This paper makes use of 3 and 4 star hotels in the South-west region of Cameroon. Five-star hotels were not included in the study because none were found in the region. Leader–member exchange (LMX) induces good employee job performance and innovative outcomes through work engagement. Good behaviour can be seen in their positive innovations and voice contributions. As a result, leadership should be an essential part in the management setting; this work examines the influence of LMX on employees work engagement (EWE), and subsequently the effect of EWE on innovative work behaviour (IWB) and employee voice behaviour (EVB) in the hotels in the South-west region of Cameroon. Poor relationship between leaders and their subordinates hinders employee's progress and threatens the organizations' productivity and long-term success. Data used for the present study included 272 usable responses from hotel employees using three waves of collection with self-administered questionnaire. Correlation, confirmatory factor and path analysis were employed for data analysis. According to the results, it was confirmed that leader's positive interactive behaviour could have an expressive influence on their follower's engagement levels, propagated their innovation and positive voice suggestions. Staffs with EWE can express innovative behaviour and pursue innovation by voluntarily performing behaviours that are not included in their roles. Hence LMX inspired employee's engagement, and the study has great theoretical and practical implications included.

1 | INTRODUCTION

In a rising competitive environment, there is the question of how to support and enhance leadership in an organization. Leadership has been created as a powerful factor in leader–member exchange (Jussi et al., 2019), but very little or no attention has been given to these mechanisms, especially in three and four star hotels in the South-west region of Cameroon. Four-star hotels in this region are: Splendeur hotel, Seme Beach hotel, etc., while 3* hotels are Victoria Guest House, Fini down town hotel, LK hotel, etc. (Tripadvisor, South west,

Cameroon hotel deals, 2020). Five-star hotels were not chosen as a part of the study because none can be found in this region. Elaborating on the link between LMX and EWE, EWE and IWB, EWE and EVB and LMX on IWB, LMX and EVB. Prior studies have elaborated on the fact that the so-called “hidden fact” among these contracts might be linked to the well-being of employees, precisely in relation to EWB (Jussi, Liisa, & Riitta, 2018). EWE is relatively linked to IWB, and all these link up to the joy and happiness of the employees. EVB is a form of employees responding to their needs and wants at their jobsite. EVB allows employees to speak-up, providing information related to decisions made by their bosses or supervisors (Silla, Gracia, & Peiró, 2020). The tourism industry is one of the fastest growing industries in the globe nowadays, and CMR, in particular; in this sector, much have been done on EWE, employees' voice and turn over

List of Abbreviations: LMX, leader–member exchange; EWE, employee work engagement; IWB, innovative work behaviour; EVB, employee voice behaviour; CMR, Cameroon; SET, social Exchange Theory.

intensions (Afifah & Aryana, 2019) and many more, but not really in the case of the South-west region of CMR. This research contributes to the present literature by bridging and elaborating on the gap between LMX and EWE, EWE and IWB, EWE and EVB and LMX on IWB in hotels, South-west region of CMR.

Rivalry in the global hotel sector is progressively increasing worldwide, as hotels pursue novel strategies to cultivate, and clients have more substitutes to select from (Yu, Byun, & Lee, 2014). For this reason, leadership should be fundamental in the management setting and it simply means a method in which management and associates or followers are tangled in a sequence of connections that, over time, engender certain kinds of exchange relationships (Dinh et al., 2014), structuring on the social exchange theory (SET). SET reproduces the philosophies in a two-way association, and it is a prevailing hypothetical model for gaining insights on the give-and-take or resources for give-and-take behaviours (Lumsden, Miles, Richardson, Smith, & Macrae, 2012); researchers have industrialised LMX concept to enlighten why supervisor create numerous relations with diverse workers or followers and how the connections influence members or associate task performance or results (Bauer & Green, 1996; Graen & Uhl-Bien, 1995). Higher-quality LMX relationships shine tougher interactive extra part on collected exchange of valued properties among managers and followers. Prior studies have acknowledged that the dyadic connection among personnel and managers (Da et al., 2018) and also LMX performs a vital role in creating behaviour and conduct of vital supporters (Dai, Chen, & Zhuang, 2016; Dulebohn et al., 2012).

In the arena of tourism industry, however, it has been discovered by Li, Sanders, and Frenkel (2012) that LMX supposed by staffs has a good outcome on EWE, staffs' EWE will affect LMX directly, and LMX still merits additional survey. Staffs with robust EWE hold a helpful and good behaviour to work; respect it as satisfying and show vigour, commitment and interest at their job place (Schaufeli, Salanova, González-Romá, & Bakker, 2002).

There is a developing overall arrangement that staffs IWB is vital in day-to-day responsibilities and assignments—if companies or businesses want to keep its economic benefits and administrative existence in today's active commercial atmosphere (Herrmann et al., 2013). Managers are measured to be the greatest experience of invention at their jobs (Afsar, Cheema, & Masood, 2017; Jyoti et al., 2015). To flourish in today's quick-changing manufacturing atmosphere, managers must accept an actual management style that underwrites to a reliable and greater advanced concert in an institution and recommended as the most vital to recognize which management paten determined the novelty in institution (for instance, Abdolmaleki, Ashloubagh, Shahrabi, Ashlaghi, & Safdari, 2013; Schermuly, Meyer, & Dammer, 2013). Confidence in innovation can push employees to engage in powerful voice behaviour. Voice behaviour is a method of prosaically non-required behaviour, and stresses "positive, change-oriented statement planned to expand the state" (Van Dyne & LePine, 1998), comprises "in-service thoughts, evidence, or views" (van Dyne et al., 2003). It also should lead to job settings that are categorised by non-violent personal relations and emotional

safety, where one is free to make choices and EVB can arise easily (Avey, Wernsing, & Palanski, 2012). This write-up has contributed its own quota of knowledge to an extent the literature; in that, though past tourism literature has examined the effect of LMX and EWE on other employee outcomes, for example, LMX on EWE (Li et al., 2012), LMX and EWE on organizational job embeddedness in organizations in IT India, (Kapil & Rastogi, 2019), the effect of LMX on EWE through role overload and job security in tourist hotels in Taiwan, (Altinay et al., 2019). Li et al. (2012) also investigated and confirmed that LMX demonstrates positive bearing on EWE in the job setting of big luxury hotel. A comprehensive model of LMX, EWE, IWB and EVB in the hotel setting in the South-west region of Cameroon has not been investigated, and little is known about the hotel setting in that part of the country. This study will fill a gap that has been inadequately covered in the hotels settings in this part of the country in leadership and work engagement literature.

Based on the above contribution, the study has the following objectives. Firstly, the study will investigate the effect of LMX on EWE, IWB and EVB. Furthermore, the study will examine the effects of EWE on IWB and EVB in hotels in this part of the country.

Numerous research studies have been written on EWE, for instance, Karatepe (2013) experimented from information collected from 110 staffs that deals with face-to-face customers, hotel staffs and their administrators in Romania, the works with heavyweight jobs skill a state of expressive fatigue. Through the study of 195 face-to-face personnel of 12 five-star hotels in TRNC, Karatepe, Beirami, Bouzari, and Safavi (2014) confirmed that extra job definitely affects EWE. Thus, this research undertakes a further examination of the effect of LMX on EWE, the survey cited above, this research embarks on three study aims; to test the effect of (a) LMX on EWE, (b) the effect of EWE on IWB and (c) the effect of EWE on EVB.

2 | THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

Researchers and academicians have discovered that LMX is mainly operative in encouraging staff's IWB but it has been proposed that the connection among LMX and inspired results is reliant on many issues and is probable to be an additional complex problem than earlier considered (Schermuly et al., 2013; Volmer, Spurr, & Niessen, 2012; Wang et al., 2015). Given the status of staffs' IWB, numerous scholars have studied how it is likely to completely affect it over the manager–staff connection.

Previous empirical works have provided a constructive outcome for LMX on novelty (Qu, Janssen, & Shi, 2017). Training of 312 lead-worker information from hotels in Taiwan, Wang (2016) stated good connection among LMX and the innovation outcomes of staffs. Training of 979 administrators acting in services businesses, Agarwal, Datta, Blake-Beard, and Bhargava (2012) revealed that LMX impacts IWB circuitously, and improved EWE in the job place. They requested that cooperative practices will be enlarged, and EWE is a vital issue for the promotion of staffs' IWB at job place. In a research of

67 leaders and 261 staffs, as stated by Peng, Chen, Xia, & Ran, 2017, discovered that a good-quality communication among manager and staffs will certainly link to staffs' inspiration.

2.1 | Relationship between LMX and EWE

The present study adopts the social exchange theory (SET). SET remains a sociological and psychological theory that studies social and interaction behaviour among two parties. In the case of this study, these parties are the leaders and their subordinates. Bestowing to the social exchange theory (Blau, 1964), employees who perceive respect and concern in the treatment they get from their leaders are liable to reciprocate by engaging in positive behaviours at work (Ma & Qu, 2011). Employees may be motivated to express their feeling of gratitude or a sense of obligation as a result of positive exchange relationships by their leaders to them (Blau, 1964). Furthermore, the standard of mutuality primes to the emotional state of responsibility that inspires the employees to give in return good job-related behaviours (Goei & Boster, 2005). Based on SET, LMX relationships state that it is significant for leaders and managers' role in influencing workers' job behaviour and work performance. High-quality exchange relations among managers and staffs comprise admiration or esteem and common effect. Low-quality exchange relations are considered by firmly prescribed interactions and one way impact; LMX relationships, as stated by Li et al. (2012); Dai et al., 2016) are seen as the working connection excellence among a worker and his or her direct manager. Manager nurture diverse types of relations with several clusters of employees in a high-quality LMX, managers respect members or supporters and the social relationship among them is considered by common trust, support and admiration. Research adopts the SET with reference to Blau (1964), which has been used to clarify the affiliation of LMX and perceived administrative support with staff attitude and behaviour. This theory reproduces ideas in give-and-take relationship. In addition to that, it is a predominant hypothetical model for understanding give-and-take or resources exchanging behaviours among employees and their leaders in an organization, such as the hotel setting similar to the case of the present study. EWE characterizes the degree to which staffs involve with their task, adopt accountability for individual growth (Chan, 2019). Staffs EWE embrace optimistic behaviour towards work; esteem it as satisfying; and display strength, commitment and fascination at job (Schaufeli et al., 2002). LMX link can be also seen as job resources heading to a motivational process. High LMX relations are characterized by high level of trust, affection, etc., and professional respect (Matta & Van Dyne, 2020). EWE in leadership is a vital component in LMX connection. Moreover, high-quality LMX relations have been found to be positively linked to employees' organizational citizenship behaviour (Teng, Lu, Huang, & Fang, 2020) and job satisfaction. Prior works have been described as having a good relation among LMX and EWE and, therefore, this present work can propose that there is a positive relation between LMX and EWE. Through the studies of 195 face-to-face staffs of 12 hotels in TRNC, Karatepe et al. (2014) confirmed that too much job task can definitely

upset EWE. Schaufeli et al. (2002) said EWE is a good filling, task-related state of mind, and can be categorized by potency, commitment and fascination. Loyal organisation can also permit employees to use their energetic abilities. Studies in the associated arena specified that workers' effort can be strengthened by a good-quality relation with their manager (Kim & Koo, 2017). Then, we can propose that,

H1 LMX has a positive influence on EWE.

2.2 | Relation among EWE and IWB

In today's global economy, in order to maintain a competitive advantage, organizations should establish conditions that enhance EWE and IWB, which is advancement and realization of new and useful ideas (Miller & Miller, 2020). EWE is a concept that has been extensively deliberated by researchers long ago. When EWE shows the part of dependent variable it is exaggerated by variables, such as extrinsic and basic inspirations (Putra, Cho, & Liu, 2017). Engaged staffs are supposed to be "job-oriented and customer related" during their job process (Bakker & Demerouti, 2008). This kind of assignment is more challenging to employees because the rising competition within business environment leads to staffs being exposed to more frequent stress in jobs (Khedhaouria, Montani, & Thurik, 2017), and also proposed that EWE can enhance IWB. Likewise, EWE via absorption helps staffs to use their cognitive resources to seek out novel perspectives of information and knowledge, and combine them into novel creative conceptions. Moreover, concurrent with the basis of SET, engaged staffs often have good knowledge, good corporeal and psychological well-being (Bakker et al., 2008) as a result of the good interactive and fair relationship with their bosses. This permits them to do their work well and exhibit proactive prosocial conducts that help subsidize to managerial achievement (Bakker et al., 2008). Nevertheless, invention is a multifaceted concept that desires an interaction technique (Afsar et al., 2017). The study on LMX that encourages and improves novelty of staffs is rare. Innovative work behaviour states the initiation and intended overview of originality and valuable philosophies regarding goods, services, task approaches and a set of behaviours desired to advance, introduce and device these philosophies. While there has been slight exploration into one of the most dangerous job behaviours in today's extremely competitive universe, that is, IWB. LMX examination has also revealed that staffs who love a high-quality LMX affiliation feel appreciative to respond to their managers by fetching in flexible procedures at work (Martin et al., 2016). It is amazing that only a minority of research studies emphasized the vital status and backgrounds of IWB in the service industry (Danaei & Iranbakhsh, 2016). Only lately have there been requests (for) and efforts to include attitudinal features into invention study (Dhar, 2016; Dedahanov et al., 2017). Staffs that are committed to their job are expected to develop interest in presenting new methods to handling service matters. As a result, we the propose that.

H2 EWE has a positive influence on IWB.

2.3 | Relation between EWE and EVB

To date, most studies have attempted to understand the antecedent of EWE and EVE. Studies have also proven that improved EWE can affect EVB, and has emphasized the relation among them. It can be assumed that employees greatly use their voice as a means to regulate the quality of social exchange with their peers (Stinglhamber, Ohana, Caesens, & Meyer, 2020). EVB is the staff' answer in terms of proposals, views, anxieties and thoughts or philosophies about job-related subjects with aims to expand the working environment and general managerial developments. EVB is the personnel's answer in relations to proposals, views, apprehensions and philosophies about job-related problems with a purpose to expand the employed atmosphere and general institutional procedures. Voice behaviour has been studied in the health services and was established to be impacted by ethical leadership of nurses. (Islam, Ahmed, & Ali, 2019) In addition, scholars have well-defined EVB as a worker's flexible behaviour of talking out on views, proposals or apprehensions about task-related topics, and determined to make company enhancements. Voice behaviour is one of such practical work behaviours that has fascinated wide theoretical consideration. Past studies have observed EVB, connection among EVB and transformational leadership (Duan et al., 2017) and relationship among voice behaviour and cultural intelligence (Jiang, Le, & Gollan, 2018). Many scholars have revealed EWE as a precursor to yield good structural results, such as high results, high customer devotion, low turnover and low absence from work (Christian, Garza, & Slaughter, 2011) with its values being a subject of research. Employee voice behaviour has been largely disregarded in the hospitality industry, despite its significance (Guest, 2015). EWE is a motivation variable to concert outcomes (Menguc, Auh, Fisher, & Haddad, 2013) based on SET employees, who perceive their leaders to be interactive and open, are more engaged in their jobs. These types of employees will be more motivated and will have the urge to express what they feel about the organization by coming up with positive proposals and suggestions that will help foster hotel progress and achieve hotel goals for long-term survival. Based on the above discussion, we, therefore, propose that

H3 EWE is positively related to EVB.

2.4 | Relationship between LMX and IWB

A high level of LMX relationships eliminates administrative constrictions, aid employees to explore novel opportunities with a better attention on vital organizational issues and processes that would lead to value addition and goal alignment instead of initiating random, non-practical and ineffective ideas. Employees are able to better comprehend organization's circumstances by means of their domain knowledge under these supportive conditions, stemming ideas that are truly new, practical and useful (Bilal, Bilal, Sadia, & Farheen, 2019). With low level of domain information, the detrimental effect on crafting new solutions is likely to be exacerbated because individuals

buy into their leaders first and then into their visions. In line with the SET, research studies on LMX pinpoint that higher quality of exchange is linked with better self-sufficiency, and it can mean the degree to which supporters are given freedom to carry out their responsibilities without unnecessary observation. To be economically viable in the industry, working atmosphere, innovative behaviour can mean "workers' deliberate overview or request of innovative thoughts, products and developments to their task role, team or institution. IWB comprises discovering novel and imaginative technologies, signifying a new approach of achieving objectives, smearing a novel task technique, exploring resources for introducing a novel knowledge (Janssen, 2000, service initiatives should ease the innovative latent of their staffs (Jafri, 2010). In IWB, a worker identifies a challenge and creates a novel resolution and knowledge either assumed or novel. A worker discovers methods of encouraging his or her resolutions and philosophies. During the last phase, a servant comprehends the result and knowledge by generating a model of innovation. Both researchers, academicians and consultants, have specified that advanced staffs assist the association to accomplish victory. In job setting, IWB means "workers' intentional overview of novel concepts, products and developments to their determination part, team or institution" (Yuan & Woodman, 2010). Workers' IWB includes discovering innovative and inspired technologies, signifying an innovative method of achieving objectives, applying a original task technique and investigating resources for starting an innovative knowledge. Manager support staffs' behaviours trust relationships can be created among the managers and staffs; trust relationships encourage the workers to bring forth advanced philosophies without fear (Chandler, Keller, & Lyon, 2000). When staffs have high knowledge, LMX will become useful in enhancing IWB of such staffs (Qu et al., 2017). Recently, researchers have discovered that staffs observing fair reward portion by their directors displayed more advanced answers to higher task request levels (Sanders, Moorkamp, & Torka, 2010).

H4 LMX is positively linked to IWB.

2.5 | Association between LMX and EVB

LMX means the prominence of front-runners in influencing their followers outcomes as well as task behaviour. A good LMX affiliation is shared by confidence, admiration, reciprocal inspiration, devotion, liking and a sense of responsibility. LMX can encourage workers voice for the subsequent four explanations. Firstly, personals in LMX relations have more contact to and suggestion with their administrators, and have vital chances to express themselves (Botero et al., 2009). Secondly, in LMX affiliation, employees have larger confidence in their managers and advantage from tougher effort support and execute receptiveness. According the SET, when personals have faith in their managers, there will always be a chance to respond to auspicious conduct, pursue to aid the management through EVB (Burriss, Detert, & Chiaburu, 2008). Staffs with more quality exchange relations with their bosses or managers, subsidize to the growth of the organization,

observe that they have more accountability to expand the immediate working atmosphere (Burriss et al., 2008). Leader-member exchange signifies that the affiliation advances to a corporation level (Uhl-Bien et al., 2000). Personnel in good-quality LMX relations incline to understand their managers' situations and viewpoints, have a larger likelihood of adding proposals to the institution and have a goal to accomplish that cooperatively advantage both personnel's and managers (Hsiung, 2012; Hsiung et al., 2009). Extent studies have proposed that staffs are more likely to voice their opinions to their bosses when they perceived their relationship with their supervisors is high. Going beyond this study, it can be stated that supervisors are more open to their staffs input and are more likely to support EVB when LMX is high. Numerous practical researchers discovered that employees are likely to be involved in EVB when they notice a good-quality LMX affiliation with managers (Hsiung, 2012) (Figure 1).

H5 LMX is positively related to EVB.

3 | METHODOLOGY

Information or survey was collected from full-time face-to-face personnel in the 3- and 4-star hotels in Buea and Limbe in the SW district of Cameroon, these are the two English language districts in the country. Before data collection management of these hotels were met and most of the hotels decided to take part in our experimental study. The surveys were dispersed to customer-contact personnel by the researcher through the management as the data collection process was not flexible at all, as a result of the on-going political situation that started some months before the data collection. It was from opinion that organization of the sampled hotels refused giving access for the distribution of the surveys directly to customer-contact personnel. For this reason, the questionnaires were coded and put in coded envelopes so that an incompletely filled questionnaire could be traced

back to the employee through the management by the researcher during retrieving. Respondents were guaranteed of the obscurity and discretion of their responses. An experimental work was carried out on 30 participants to confirm structures, understanding and also reliability before the final collection. Questionnaires were prepared in English, interpreted to French and interpreted back to English using a back translation method (Brislin, 1986) to ensure that the meanings are not altered during translation. The questionnaires were not altered before the survey properly since the pilot respondents understood the meaning and structure of the questionnaires. A total of 290 questionnaires were distributed to diverse customer-contact sites (for instance, front desk managers, food servers, bell assistants, visitor relations staffs) in different hotels. The research prepared four sets of surveys to minimize issues of common method bias.

Precisely, the research acquired information from personnel after 1 week separately in three different time frames, Time I (demographic and LMX questionnaires), time II (EWE) and time III (IWB and EVB). This one-week interval was to make sure the data collection could be completed as the researcher had just 5 weeks to stay in the country before leaving for her country for studies. (MacKenzie & Podsakoff, 2012). This data collection procedure went as such, 290 (Time 1) were dispersed to the personnel in the first wave. However, 285 surveys were refunded. Two hundred and eighty-three staffs took part in the second wave, and 283 were returned. A total of 283 questionnaires went for the third wave (Time III), and 277 was retrieved. Due to the unstable nature of that part of the country at the time the survey was carried out, in March 2017, employees were quitting and relocating. Thus, five questionnaires were incompletely filled. A total of 272 were used for data analysis. All questionnaire were returned to the management in sealed envelopes. Though it was a tedious process, it was made sure that all questionnaire at the end of the final wave was completely filled. The number of respondents kept dropping gradually because most employees were relocating to the French speaking region of the country to search for now jobs since it is more stable. For this reason, we got a response rate of

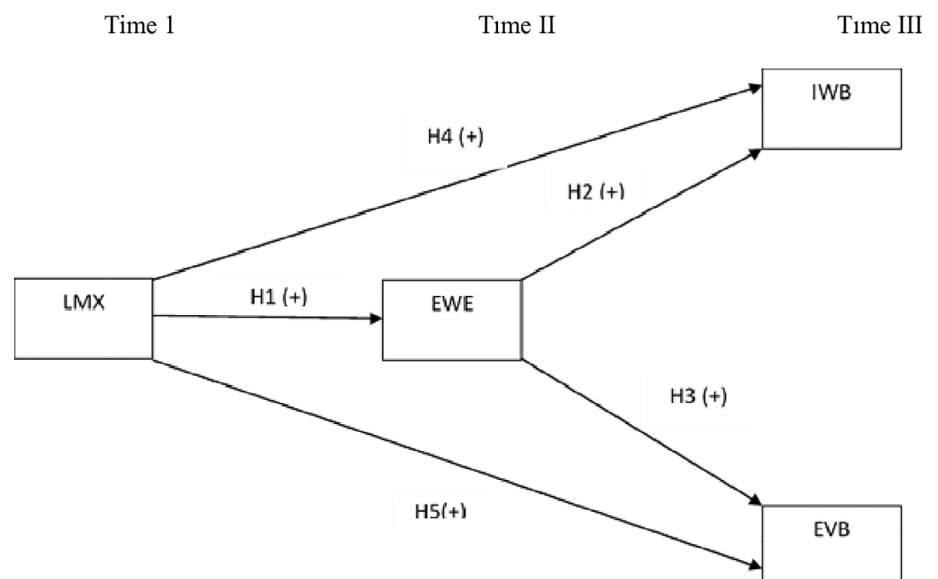


FIGURE 1 Outlines the conceptual model with all hypotheses

93.7% (290/272). To accomplish such answer rate, numerous response enhancing methods were employed several times on covers for surveys, giving assurance of discretion, gaining solid organization backing and direction. The sample frame was labelled as we focused on three- and four-star hotels in Buea and Limbe of the South-west region of Cameroon. The items were grouped in labelled categories as the paper focused on three- and four-star hotels in Buea and Limbe.

3.1 | Measurement instrumentations

LMX, resulting from the description of Dai et al. (2016), LMX connection in the research discusses the affiliation excellence among staffs and managers in work milieu. Measuring LMX was done based on the method by Dai et al. (2016) and LMX seven scale of Scandura and Graen (1984). The items were adapted to suit the present study. The seven items were put on a seven-point Likert scale, starting from 1 (strongly disagree) to 7 (strongly agree). EWE was operationalized using the shortened version of the Utrecht EWE Scale (nine items), with vigour, dedication and absorption—each consisting of three items. The items are indicated as: "I am impression and full of vigour at job. IWB was assessed using six-item scale adopted and adapted from Hu, Hornig, and Sun (2009), adapted from of the scale given by Scott and Bruce's (1994). Six items revised from Van Dyne and LePine (1998) to fit the current study based on individual employee response in the hotel industry were utilized for the operationalization of EVB valued on a seven-point scale (7 = strongly agree, 1 = strongly disagree). To reduce scale complexity, every object was restrained on a seven-point Likert scale.

3.2 | Data analysis

The survey was run on SPSS AMOS, and the analyses used were correlation, regression analysis, FA and PA. The model was tested via confirmatory factor analysis in light of Anderson and Gerbing's, and the model fit was also obtained through this analysis. We made use of confirmatory factor analysis because it makes it easy for the scholar to investigate the dimension perfectly, specifically when the scholar uses deep-rooted items and has good theoretical information about all constructs, which are the reliable pointers of an issue (Sureshchandar, Rajendran, & Anantharaman, 2002). The model was tested for (CDV) (Anderson & Gerbing, 1988). In this step, Chronbach's alpha and composite reliability was figured out for the reliability of each measure (Bagozzi & Yi, 1988). The hypotheses' relationships were tested using correlations and path analysis (PA).

4 | RESULTS

Results of demography for respondents are displayed in Table 1. Accordingly, 130 (47.8%) from the 272 respondents were male, and 142 (52.2%) were female. More than half of the participants were not

married, 202 (74.3), and just a few, 70 (25.7%), were married. Furthermore, no divorced cases were recounted in the results. One hundred and eighty-six (68.4%) of the respondents were above 28 years of age; 140 (93.3%) were holders of a university degree and above. Very few 10 (6.7%) were high-school certificate holders. As far as organizational tenor is concerned, majority of the respondents, 225 (82.7%), had below 1–5 years of experience Tables 2–5.

4.1 | CFA and measurement model

The correlation results are displayed in Table 4 above. The outcomes illustrated important correlation among all the assumed constructs. Before PA was conducted, the appropriateness of the data was examined. The above signifies the outcomes of CFA for fit indices with

TABLE 1 Respondent profile

	Frequency	%
Age		
18–27	110	40.4
28–37	138	50.7
38–47	22	8.1
48 and above	2	0.7
Gender		
Male	130	47.8
Female	142	52.2
Education		
High school	108	39.7
University	97	35.7
Graduates	67	24.6
Postgraduates	-	0.0
Marital status		
Single	202	74.3
Married	70	25.7
Tenure		
Below 1 year	80	29.4
1–5 years	145	53.3
6–10 year	42	15.4
11–15 years	5	1.8

GFI = 0.913, NFI = 0.945, AGFI = 0.885, and RMSEA = 0.055. The obtainable outcomes exceeded the good fit principles, which Bentler and Bonett (1980) recommended χ^2/df should not surpass 3, while estimations for NFI and CFI should be equivalent or above 0.9 for a good fit. Concerning the estimations for GFI and AGFI, Scott and Bruce (1994) and Seyal, Rahman, and Rahim (2002) recommended estimations above the suggested value of 0.8 as a good fit. The hypothesized model provided a suitable fit. Convergent validity

TABLE 2 Confirmatory factor analysis results ($n = 272$)

Items	Loadings	Alpha	AVE	CR
LMX Scandura and Graen (1984)		.86	0.66	0.87
When essential, I can count on my manager to “bail me out” even at his other own expense	0.75			
My manager comprehends my difficulties and needs	0.78			
My manager knows my potential	0.71			
I know where I stand with my manager	0.69			
My manager has enough confidence in me that he/she would defend and justify my decisions if I was not present to do so	0.77			
My working connection with my supervisor is effective	0.72			
Irrespective of how much power my manager has built into his or her position, my manager would be personally inclined to use his/her power to help me solve problems in my work	0.70			
WE (Schaufeli et al., 2006),		.90	0.71	0.91
At my job I feel with vigor	0.83			
When I get up in the morning, I feel like going to my job	0.84			
At my job, I feel strong and energetic	0.81			
My job encourages me	0.79			
I am excited about my job	0.80			
I am proud of the work that I do	0.88			
I feel happy when I am working intensely	0.83			
I get conceded away when I am working	0.78			
I am engrossed in my work	0.82			
IB Hu, Horng, and Sun (2009)		.88	0.60	0.89
At work, I come up with advanced and inspired notions	0.68			
At work, I try to propose my own creative ideas and convince others	0.70			
At work, I seek new service techniques, methods, or techniques	0.72			
At work, I provide a suitable plan for developing new ideas	0.67			
At work, I try to secure the funding and resources needed to implement innovations	0.80			
Overall, I consider myself a creative member of my team	0.87			
VB Van Dyne and LePine (1998)		.89	0.70	0.88
I develop and make references to my supervisor concerning issues that affect my work	.79			
I speak up and inspire others in my work unit to get involved in issues that affect our work.	0.73			
I communicate my opinions about work issues to others in this airline company even if others in the company disagree with me	0.82			
Am well knowledgeable about issues at work where my opinions can be useful	0.80			
I get involved in issues that affect the quality of life in my department	0.84			
I speak up to my manager with ideas for new projects or changes in procedures at work	0.85			

(CV) was assessed by investigating the factor loadings, average variance extracted (AVE) and composite reliabilities (CR), and the results are all revealed in Table 2. The CR confirmed the lowest cut-off at 0.60 (Bagozzi & Yi, 1988), while the estimations for the AVE crossed the verge of 0.50 (Fornell & Larcker, 1981). As per the references of Hair, Anderson, Tatham, and William (1987), factor loadings above 0.5 are important, thus the loadings give an important influence for each construct. Thus, the procedures were void of CV issues. As presented in Table 4, Cronbach's alpha was all above a threshold of 0.70

(Nunnally, 1978), representing higher internal consistency and validity of the constructs. To check the discriminant validity (DV), AVE estimations were compared with the squared values of correlation between any two constructs. As shown in Table 2, all the AVE were larger than the squared correlations between pair of associated constructs, thus the model fits the standards for DV (Fornell & Larcker, 1981). We also checked the possible threat of common method bias with Harman's single-factor test through exploratory factor analysis. This test assumes that common method bias is a severe challenge once a single

TABLE 3 Results of measurement models

CFA goodness of fit indices	
Chi Square	
Chi square	672.49
Degree of freedom	273
Absolute fit measures	
Goodness of fit index (GFI)	0.913
Adjusted goodness of fit index (AGFI)	0.885
Root mean square of error of approximation (RMSEA)	0.055
90% confidence interval for RMSEA	(0.052–0.062)
Root mean squared residual (RMR)	0.088
Normed c2	2.46
Incremental fit indices	
Normed fit index (NFI)	0.943
Comparative fit index (CFI)	0.965
Relative fit index (RFI)	0.926
Tucker-Lewis coefficient indices (TLI)	0.955

TABLE 4 Correlation matrix

Variables	1	2	3	4
1. LMX	–			
2. WE	.067**	–		
3. IB	.169**	.250**	–	
4. VB	.213**	.158**	0.243	–

**All correlations demonstrated significant results at the $p < .01$ level for two-tailed test.

dormant issue will account for most of the covariance among the actions (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The outcomes displayed that no single-factor accounted for most of the covariance among the measures. As an outcome, the possible risk of common method bias is very unlikely in the research. This single factor clarified less than 50% (34.2) of the total variance; therefore, there was no issue of CMB in the research.

TABLE 5 Path analysis

	Casual path	Standardized estimates	T statistics	Supported
H1	LMX > WE	0.341	3.496**	YES
H2	WE > IB	0.232	4.131**	YES
H3	WE > VB	0.244	4.571**	YES
H4	LMX > IB	0.311	5.134**	YES
H5	LMX > VB	0.286	4.235**	YES

Abbreviations: IB, employee innovative behaviour; LMX, leader-member exchange; VB, employee voice behaviour; WE, work engagement.

**All correlations demonstrated significant results at the $p < .01$ level for two-tailed test.

The PA to test the hypotheses revealed significant positive results. The first hypotheses, H1, which measured the affiliation among LMX and EWE, was accepted, ($b = 0.341$, $t = 3.496$, $p < .01$). H2 measured the relationship among EWE and IWB, and results proved acceptance, ($b = 0.232$, $t = 4.131$, $p < .01$) consequently H2 was accepted. As hypothesized, H3 evaluated the effect of WE on EVB and results were satisfactory, ($b = 0.244$, $t = 4.571$, $p < .01$).

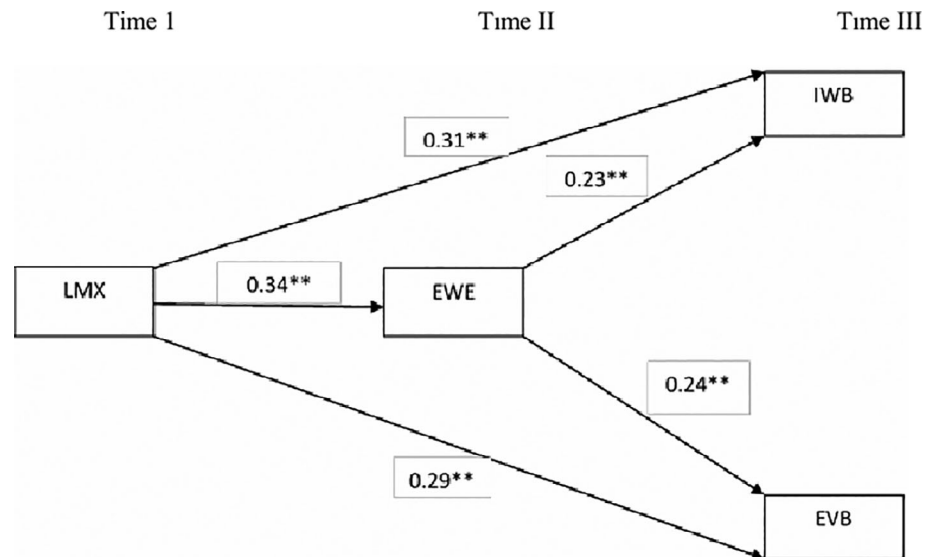
Furthermore, H4 and H5 demonstrated satisfactory results with $b = 0.311$ and 0.296 , respectively, and t -values as 5.134 and 4.235 , respectively (Figure 2).

5 | DISCUSSIONS

The rationale of the present research was to investigate a study model that examined the effect of LMX on WE (H1) and EWE on IWB and EVB as H2 and H3, respectively. The following findings were drawn.

Firstly, leader-member exchange was hypothesized to have positive impact on EWE. Our results statistically confirmed that this relationship gives a support for H1. This work surveyed current calls to examine the part leader's play in order to comprehend employee work engagement. As hypothesized, it was confirmed that leader's positive interactive behaviour could have an expressive influence on their follower's engagement levels. Managers may admire certain attributes and behaviours of their leader and are delighted with their relationships: Workers will appreciate the encouragement and favours from the leaders and feel obligated to respond with managerial desired workplace behaviours. Secondly, the outcomes of this research uncovered that EWE positively enhances EI, supporting H2. This result relates with other studies according to Aryee, Walumbwa, Zhou, and Hartnell (2012). Staffs with EWE can have innovative behaviour and pursue innovation through voluntarily performing behaviours that are not included in their roles. This study takes in to account organizational climate on conflict management on the point of view of face-to-face hotel personnel and also verify the organic causal connection among EWE and IWB, giving a theoretical foundation in conflict management research for personnel at hotels in this part of Cameroon. Thirdly, our study examined and confirmed that EWE have a positive and impact on EVB, giving a support for H3. Results are concurrent with previous findings (Karatepe & Ngeche, 2012). SET suggested that the continuation of favourable

FIGURE 2 Outlines the conceptual model with all hypotheses



reciprocal exchanges leads to a more trusting and good-quality relation among personnel and the institution (Saks, 2006). In these environments, hotel workers are more involved in their task and, therefore, exhibit positive EVB and propagating suggestions that will improve hotel service output. The findings concluded positive relations among LMX and IWB. This indicates that a quality affiliation among worker and their leader is required to encounter the prevailing customs work procedures, (Janssen, 2005). To this light, employees demonstrated a significant relationship with their leaders to higher heights in achieving innovative independence. Consequently, a leader-member relationship that is grounded on social exchange in its place of economic exchange is seen to increase workers' innovative behaviour.

Finally, conclusions indicated a positive affiliation among LMX and EVB. LMX relationships, besides, give a positive and satisfying relationship. All these inspire workers to involve in quality voice for the spread of work conditions and processes.

6 | CONCLUSION

The purpose behindhand the practice of EVB is complex. The existing study observes reasons of voice behaviour from a strain-coping perspective. On the other hand, personnel who practice high levels of stress are less likely to express themselves, the exercise of voice itself needs vigour and time required to conceptualize, eloquent and instrument new philosophies. EVB might predominantly assist personnel to improve extra possessions to lessen stress in present problematic areas and improve their outcome in other parts. The findings of the recent study highlight how it might complement current investigation using SET. Our study talked about the challenges ranging from LMX clarifications of EWE by concentrating on the variables as IWB a hotel setting in the South-west region of Cameroon. LMX was discovered to have a good impact on EWE, communications invigorated employees to respond to positive LMX relations with improved work

engagement and higher performance in innovations and voice suggestions that will propagate the success of the hotels. LMX has a strong influence on EWE, and EWE, in turn, impacts positively IWB and EVB in hotels in this region of Cameroon. In today's organizations, competitive advantage is considered to come from ideas that employees transfer to their supervisors if they are given the freedom and motivation to do so. This can lead to a great improvement in work processes, products and services, (Botero & Van Dyne, 2009). One way to understand that workers have a decent rapport with their managers is to study how they communicate with these leaders by investigating and understanding their voice behaviour and their ability and willingness to bring more fostering ideas through innovation in their work processes. Therefore, a strong LMX relationship will impact IWB and EVB in hotels in South-west district of Cameroon.

7 | IMPLICATIONS

7.1 | Theoretical implications

In spite of the research shortcomings, this work adds to the literature, as first to work the instrument enlightening the affiliation among LMX and EWE in this part of the country. As expected, this finding is in line with the SET by Blau (1964) and demonstrates that LMX will elevate employees' work engagement that will, in turn, influence the innovative and voice behaviours. These results are consistent with Altinay et al., (2019). Having good-quality connection with one's leader may not only escalate job satisfaction, but also cherished individual resources of the employees, like confidence, as well as institutional-based self-esteem and meaning making. It would be fascinating for forthcoming studies to engage in a stronger multi-source strategy by exploring LMX as described by the leader or to use leaders' ratings of worker outcomes to avoid common method variance that may influence the results. Moreover, there is a need for specific training programmes that would help teach leaders about enhancing workers'

moods of commitment. For instance, managers could learn how to increase workers' skills to challenges in the work environment (Xanthopoulou, Baker, Heuven, Demerouti, & Schaufeli, 2008), and LMX and EWE have been linked with higher related performance (Christian et al, 2011). In the current research, we only fixed our opinion on LMX and EWE, but upcoming study may also study whether having a good-quality association with the leader eases experiment demands and avoids interference demands. Task loads are also called "good" demands, that is, demands that encourage the individual development and attainment of the worker (Podsakoff, LePine, & LePine, 2007), for instance, assignment and time pressure. Our results also shed more light on a theoretical reason for some employees' willingness to take the risks to express themselves, and give their opinions for change. Precisely, furthermore that the EWE, liking and sense of responsibility that are characterized by good LMX will aid a personnel to invest effort in emerging thoughts and dialogue with proposals for change.

7.2 | Practical implications

The research has significant implications for businesses. Since EWE is a crucial state with pertinent organisational significances, organizations must discover a way to generate and endure the level of energy and desire that folks bring to work. The findings of this study recommend that one of the main responsibilities for organisations that promote competitive advantage through employee engagement is to generate a reasonable and trustworthy LMX work atmosphere. Fair behaviour of employees not only prompts trust or high-quality LMX, but also directly effects EWE levels. Our results recommend that LMX has a positive influence on IWB. This points out the fact that managers have the duty to initiate a quality connection with personnel, which is not based solely on economic exchange but also on social exchange. This is because academics found that leader follower's connection, which is grounded on social exchange, motivates personnel to show extra role behaviour such as IWB (Schermuly et al., 2013). IWB is a risky behaviour, which entails higher chances of failure. Opinions do not have a guarantee for successful achievement of the desired goal since most ideas failed (Schwall & Zhao, 2011). Thus, personnel should search for a valued connection with the manager where they experience the beneficial resources, challenging tasks, recognition and support when taking risks; and leaders should maintain their expectations for high performance, which would encourage personnel to exhibit IWB. In order to build acuties of LMX among employees, organisations should be crystal clear in relations between the spreading of rewards and acknowledgement. Organisations should also frequently interconnect with individuals, keeping them knowledgeable about decisions made and the motives for the same. However, when institutions are bound to revise a current policy or technique due to uncontainable exterior issues, they should suggest social accounts to inform J-R decisions.

Supervisors have been advised to inspire employees' voices. It can be suggested that permitting personnel to have a say is vital for unceasing enhancement and innovation in the institute as a whole.

This long-standing endorsement is grounded in the belief that positive mutuality in social exchanges is advantageous for both parties. However, the existing study proposes that the degree to which personnel are eager to express their thoughts, also relies on the amount of pressure they are involved in the workplace. Although no working atmosphere is stress free, employees are less likely to involve in voice behaviour where they practice mostly high levels of work and organizational demands. (Ng & Feldman, 2012). An alternative means to help stimulate more voice from personnel is to properly contain positive voice behaviour as a recital assessment principle, and there is certainly excellence in that offer. For example, the study experiment that voice was related to numerous recital scopes that are of interest to supervisors (in-role performance, inventiveness, application of innovative philosophies).

8 | LIMITATIONS AND FUTURE RESEARCH RECOMMENDATIONS

This research adopted a cross-sectional design where survey was gathered from a group of respondents, only once, and the longitudinal research is recommended for future studies to determine the causal links. This research was carried out only in hotels in Buea and Limbe. Future research studies should involve other cities like Kumba, Tiko and the other English speaking region, North West region, so as to enable generalizability of the results. Notwithstanding the potential limitations of this work, the study still contributes to research in LMX, EWE and IWB, as well as EVB. Future studies should invest on beneficial contributions by including other variables, such as job embeddedness, high-performance work practices, job stress, to name a few. This study examined only three- and four-star hotels. Future research should include hotels with few stars, like one- and two-stars to evaluate how management and leaders relate with employees and how or whether all employees are engaged in their jobs so as to improve performance.

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The authors declare no conflict of interest between them as we worked together, came up with ideas backed by past research studies to come out with this paper.

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The authors state that this research was not fully or partly funded by any institution or organization either private or public.

INFORMED CONSENT

The authors clearly stated in the consent form that the participation is only for academic purpose and, therefore, participation is on voluntary basis.

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