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Administrative Sciences

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Suggested Citation: Azazz, Alaa M. S. et al. (2024) : Amplifying unheard voices or fueling conflict? Exploring the impact of leader narcissism and workplace bullying in the tourism industry, Administrative Sciences, ISSN 2076-3387, MDPI, Basel, Vol. 14, Iss. 12, pp. 1-15, <https://doi.org/10.3390/admsci14120344>

This Version is available at:

<https://hdl.handle.net/10419/321146>

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Article

Amplifying Unheard Voices or Fueling Conflict? Exploring the Impact of Leader Narcissism and Workplace Bullying in the Tourism Industry

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Abstract: The hospitality industry, well-known for its energetic and people-intensive nature, frequently depends on effective leadership to motivate teamwork and safeguard sustainable operational success. Nevertheless, leadership approaches may significantly influence workplace dynamics and leader narcissism appears to be a probable disruptor. This study explores the dual-edged influence of leader narcissism in the hospitality industry, specifically in determining employee unheard voice behavior and bullying in the workplace. While leader narcissism can amplify unheard voices by nurturing an environment where staff feel forced to speak up, it can also fuel workplace conflict by generating toxic interactions and advancing bullying in the workplace. This research utilized a self-administrated questionnaire, collecting data from employees in five-star hotels and category (A) tourism companies in Cairo, Egypt, from May to August 2024 through a convenience sampling technique. Of the 425 distributed questionnaires, 394 valid responses were received, and Smart PLS-3.0 was employed for hypothesis testing. The study's findings indicate that employee voice behavior positively influences workplace bullying. There exists a favorable correlation between employee voice behavior and leader narcissism. Moreover, leader narcissism is proven to have a positive relationship with workplace bullying. Leader narcissism was recognized as a mediating variable in the connection between employee voice behavior and workplace bullying. While previous research has investigated how these factors influence work-related outcomes in broader organizational settings, this study focuses on their implications in tourism and hospitality. Additionally, the study delves into how leader narcissism mediates the connection between employee voice behavior and workplace bullying in the tourism industry. By highlighting and exploring the complexities of leader narcissism and its influence on workplace interrelationships, this research paper may offer valuable insights for top managers, policymakers, and academics seeking to generate healthier and more productive workplace environments in the tourism industry.

Keywords: employee unheard voice behavior; workplace bullying; leader narcissism; tourism; hospitality



Citation: Azazz, Alaa M. S., Ibrahim A. Elshaer, Mansour Alyahya, Tamer Ahmed Abdulaziz, Walaa Moustafa Elwardany, and Sameh Fayyad. 2024. Amplifying Unheard Voices or Fueling Conflict? Exploring the Impact of Leader Narcissism and Workplace Bullying in the Tourism Industry. *Administrative Sciences* 14: 344. <https://doi.org/10.3390/admsci14120344>

Received: 24 November 2024

Revised: 16 December 2024

Accepted: 18 December 2024

Published: 20 December 2024



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1. Introduction

The workforce of an organization is arguably its most valuable asset, specifically in the labor-intensive tourism industry (Elshaer and Marzouk 2019). Workers in these sectors often encounter ethical dilemmas such as heavy workloads, inadequate compensation, bullying, and narcissistic leadership, leading to high turnover and absenteeism rates (Hefny 2021; Aboramadan et al. 2021; Li et al. 2024). Regrettably, workplace bullying

presents a key challenge in this field, eroding collaboration and the overall business climate, impacting regions worldwide (Wahba et al. 2023). The tourism and hospitality sector faces social risks due to frequent reports of mistreatment and bullying from employees (Srivastava et al. 2024).

Workplace bullying can be described as a scenario where one or multiple individuals feel persistently subjected to negative actions or behavior from one or more individuals over an extended period. In such situations, the target encounters challenges in effectively defending themselves against these behaviors (Xiang et al. 2023). Workplace bullying is identified by a set of defining aspects, which include enduring recurrent and frequent undesirable offensive actions, prolonged duration of exposure to such mistreatment, an evident power inequality between those responsible for the bullying and the individuals targeted, as well as a prevailing sense of persecution resulting from the harassment experienced (Reknes et al. 2020; Krishna et al. 2023). Scholars noted that employees in the tourism industry are more vulnerable to suffer from recurrent conflicts and bullying in the workplace because of high pressure at work and the increased job demands, schedules that disrupt work–life balance, overwhelming workloads, time constraints that create intense work rhythms, repetitive and monotonous tasks that restrict creativity and individual initiative, frequent interactions with customers that can lead to tense situations escalating to harassment or violence, and inadequate training or experience in certain positions which can affect productivity and the quality of services (Xiang et al. 2023). Almost 16% of employees were subjected to undesirable behavior in the workplace in the tourism industry (Srivastava et al. 2024). Numerous research studies have detailed the negative impacts associated with workplace bullying. This phenomenon has been linked to heightened levels of individual emotional exhaustion and anti-productive actions (Srivastava and Dey 2020; Jung and Yoon 2018). Moreover, within the realm of organizational behavior, workplace bullying was found to have a detrimental influence on job performance, intentions to leave employment, absenteeism rates, as well as employee voice behavior (Khalique et al. 2018; Khan et al. 2021b; Valentine and Fleischman 2018).

Employee voice behavior underscores the endeavors of employees to propose innovative ideas for change, even in the face of opposition or disagreement from others (Tabrizi et al. 2023). Employee voice holds considerable importance for workers' well-being, job performance, innovation and creativity, and internal organizational culture (Huang et al. 2023). Previous evidence suggests that voice behavior can create favorable outcomes such as improved job performance and workplace efficiency (Frazier and Bowler 2015). While the intention behind workers voicing their constructive suggestions is to support organizations in applying positive procedures, improving organizational efficiency, and fostering job satisfaction, employee voice may also influence the likelihood of bullying in the workplace (Liang and Yeh 2019; Jung and Yoon 2018; Alzyoud et al. 2024). Conversely, employee voice behaviors have been explored through the lens of different leadership styles, incorporating "transformational leadership" (TL) (Zhu et al. 2012) and "authentic leadership" (Hannah et al. 2011). The main findings from these empirical studies suggest that these leadership styles may positively impact the employees' voice behavior. In contrast, other research finds that narcissistic leadership is adversely connected to employee voice behavior (Carnevale et al. 2018a; Liao et al. 2019).

Narcissism means feeling important and superior and focusing on oneself (Li et al. 2024). The significance of narcissism within organizational contexts cannot be understated because many leaders show narcissistic behaviors (Owens et al. 2015). Consequently, researchers in the organizational domain have progressively highlighted the impact of leader narcissism in work environments (Carnevale et al. 2018b; Zhang et al. 2022). Recent empirical studies have highlighted the association between leader narcissism and negative responses from subordinates, such as decreased job engagement, reluctance to speak up, reduced willingness to assist others, and limited innovative behaviors (e.g., Carnevale et al. 2018a; Fehn and Schütz 2021; Norouzinik et al. 2022). Although leader narcissism has been extensively studied in management, its impacts within the tourism industry have not been

adequately investigated (Aboramadan et al. 2021). The tourism industry can be considered as one of the sectors where employees commonly encounter significant job demands and unfavorable treatment from their superiors (Wang et al. 2021; Shum 2020). Due to the demanding work environment and centralized organizational structures prevalent in tourism organizations, there is a need to explore the implications of leader narcissism in this specific context.

Even though there is growing scholarly attention towards investigating the inter-relationships between bullying in the workplace, employee voice behavior, and leader narcissism, there is currently no comprehensive overview of this subject within the specific context of tourism and hospitality literature. Consequently, there is a need for a thorough and holistic review of the nexus between leader narcissism and employee voice behavior specifically within the tourism industry context. This is because the findings from existing systematic reviews conducted in general business settings may not directly apply to the tourism context's unique characteristics. For example, the tourism industry often has a more centralized business structure (Aboramadan et al. 2021) and experiences higher customer interaction levels than other business sectors. These unique characteristics may affect the dynamics between leadership traits, such as narcissism, and employee voice behavior in ways that broader business research does not address. Consequently, a targeted investigation of this relationship within the tourism and hospitality sector is essential to yield insights specific to this context (Li et al. 2024). The mechanisms by which specific factors influence this correlation, and the strength of their effects may vary from those in other industries. Furthermore, some unique antecedents of this relationship may not be captured in the systematic reviews of research conducted in broader business literature.

To bridge these gaps, this study, focusing on the tourism industry, investigates the relationship between employee voice behavior and bullying in the workplace, examines the impact between employee voice behavior and leader narcissism, analyses the correlation between leader narcissism and bullying in the workplace, and explores the mediating role of leader narcissism in the relationship between employee voice behavior and bullying in the workplace.

Researching the correlation between employee voice behavior, leader narcissism, and workplace bullying in the tourism and hospitality industry is crucial for enhancing employee well-being and job satisfaction. Understanding how leader narcissism affects these dynamics can help create a supportive work environment. By uncovering the influence of toxic leadership on employee interactions, organizations can implement interventions to promote a healthier workplace culture. Exploring this relationship provides insights into organizational culture, guiding the cultivation of a positive work environment with open communication and mutual respect.

This paper is structured as follows: Section 2 presents the theoretical framework and hypothesis development. Sections 3 and 4 detail the research methodology and data analysis, respectively. The discussion and the theoretical implications are presented in Section 5, while Section 6 addresses the practical implications. The conclusion of the study is presented in Section 7. Finally, the limitations and suggestions for future research directions are provided in Section 8.

2. Theoretical Framework and Hypothesis Development

2.1. Employee Voice Behavior and Workplace Bullying

Employee voice can be conceptualized as “speaking out and challenging the status quo to improve the situation” (Huang et al. 2023). It encompasses employees’ efforts to generate creative suggestions for unexpected changes, even if other people disagree (Tabrizi et al. 2023). Elsetouhi et al. (2023) explained that voice behavior is derived from the employees’ deep desire to change and argue the current scenario to enhance regulatory signals as they require and not because of deep fear or pressure. Lu and Gursay (2024) referred to employee voice as any voluntary behavior and action shown by employees to express their feelings, interests, and concerns about work-related challenges to their

leaders. As per [Ghani and Malik \(2023\)](#), employee voice (EV) has two types. The first arises when employees show dissatisfaction at work and openly state their opinions, suggestions, and problems without that being related to their resignation. The second occurs when employees offer suggestions and solutions for advancing the organization's practices and actively share these suggestions during decision-making meetings. According to [Liang and Yeh \(2019\)](#), employee voice is intended to enhance current conditions but can also create negative perceptions that affect the relationships of those who voice their concerns. They noted that when employees advocate for changes to the status quo, those who disagree with these actions may resort to bullying and harassment against them. Workplace bullying consists of repetitive harassment behaviors, including verbal abuse, a power inequality between perpetrators and victims, frequent negative actions, and persistent hostility ([Park and Ono 2017](#)).

The International Labor Organization (ILO) defines workplace bullying as "offensive behavior characterized by vindictive, cruel, malicious, or humiliating attempts to undermine an individual or groups of employees" ([Wieser and Mata-Greenwood 2013](#)). Scholars view workplace bullying as "a situation in which one or more individuals perceive themselves to be continually affected by the negative behaviors of one or more individuals over a period of time, and in which the target has difficulty defending themselves against these behaviors" ([Xiang et al. 2023](#)). In their study, [Anasori et al. \(2023\)](#) argued that a bullied individual is psychologically affected, and this could negatively affect their situation, with bullying considered an output of energy leading to exhaustion. According to [Wahba et al. \(2023\)](#), workplace bullying refers to situations in which an employee, whatever their position, is systematically and frequently victimized or mistreated by peers, subordinates, or supervisors. This negative behavior leads to several detrimental consequences, including an intention to leave the job, minimizing the self-confidence of mistreated employees, maximizing absenteeism, reducing productivity, and negatively affecting job performance. Bullying behaviors can manifest in different ways, such as by appointing unreasonable responsibilities; setting intolerable schedules; withholding confidential information; and participating in more personal unfavorable actions like verbal and non-verbal abuse, unjustified criticism, and spreading unpleasant rumors ([Caponecchia et al. 2020](#)). According to [Singh and Srivastava \(2023\)](#), workplace bullying is described by the following four key features: "(1) being exposed to repetitive and recurrent unwelcomed offensive behaviors; (2) subjected to a long-time frame; (3) power discrepancy between the perpetrators and the target; and (4) feeling of being mistreated and harassment" ([Krishna et al. 2023](#); [Reknes et al. 2020](#); [Nielsen and Einarsen 2018](#); [Coetzee and van Dyk 2018](#)).

In this context, it is confirmed that high unemployment can greatly affect workplace bullying, as individuals often feel compelled to endure abusive behaviors due to concerns about job security. Research shows that experiencing workplace bullying is linked to an increased risk of long-term unemployment. One study revealed that individuals who faced bullying had an odds ratio of 4.6 for being unemployed five years later, underscoring the negative consequences of bullying on job stability and career advancement ([Glambek et al. 2015](#)). Moreover, in environments where job opportunities are scarce, employers may exploit this vulnerability, leading to a culture where bullying is tolerated or overlooked. This dynamic can create a cycle where victims of bullying are less likely to report their experiences due to fear of retaliation or job loss, further perpetuating the problem ([Cowan et al. 2021](#)).

Interpreting the interrelationship between employee voice and workplace bullying in the tourism and hospitality industry still shows a lot of mixed results, and the available research is relatively limited. Several studies discussed the correlation between employee voice and its potential outcomes, such as job satisfaction ([Yuan et al. 2023](#)); service recovery performance ([Alzyoud et al. 2024](#)); coping strategies, and counterproductive behavior ([Jung and Yoon 2018](#)); job stress; job performance; organizational commitment ([Wahba et al. 2023](#)); employee emotional exhaustion ([Said and Tanova 2021](#)); and employees' turnover intention ([Biswakarma et al. 2024](#)). While these studies discussed the rela-

relationship between employee voice and bullying in the workplace, they are still limited in other fields. Khan et al. (2021b) explored the link between employee voice and bullying in the workplace and the study findings support a positive relationship. Liang's (2021) and Liang and Yeh's (2019) study results were also in line with the study conducted by Khan et al. (2021b). In light of these findings, the following hypothesis is proposed:

Hypothesis 1. *Employee voice behavior is positively correlated with workplace bullying.*

2.2. Employee Voice Behavior and Leader Narcissism

The concept of "narcissism" originated from the word "narcissus", which implies the following three main characteristics: "(1) inflated self-concept; (2) interpersonal exploitation; and (3) inordinate need for tribute from others" (Liao et al. 2019). Narcissism is explained by following "a highly inflated, excessively positive, and exaggerated view of oneself" (Neufeld and Johnson 2016). Narcissists consistently display delusions of grandeur, superiority, and anxious competitiveness (Li et al. 2023). Previous studies have confirmed that narcissism can have a contradictory impact on workplace behaviors (Grijalva and Newman 2015). Similarly, narcissism is a main driver of hostile workplace deviation, such as abusive supervision, which is connected with charismatic, assertive, and many other seemingly positive behaviors (Waldman et al. 2018). When a leader demonstrates narcissistic personality traits, this manifests in four key ways as follows (Li et al. 2023): (1) Charisma: they might have strong social communication skills, foresight, and an appealing appearance. (2) Egoistic motives: they are repeatedly guided by self-serving wants rather than the company's benefits. (3) Deceptive motives: they employ manipulative tactics such as thought management or insincere issues to use others for their benefit. (4) Knowledge inhibition: they are very sensitive to others' criticism, eager for praise, and hostile towards any negative feedback. Consequently, while narcissistic leaders can inspire their followers and stimulate initiative, they also present a perplexing and potentially harmful dynamic.

Previous studies show limited direct empirical evidence examining the interrelationship among leader narcissism and the voice behavior of employees in the tourism industry. However, research in other fields suggests that leader narcissism can indirectly impact employee voice. For instance, Yao et al. (2019) found that when subordinates perceive their supervisors as selfish and prone to suppressing knowledge, they are less likely to give adverse feedback about the company, preventing critical information from reaching leadership. Other scholars note that leader narcissism lowers employees' trust in their leader, which is in turn related to increased employee silence (Hamstra et al. 2021). Additionally, Hooseini et al. (2023) argue that narcissistic leaders' actions and behaviors emotionally damage those who follow them and stop them by responding destructively to their criticism. subordinates who perceive their supervisors as narcissistic are more likely to view the manager's behavior as self-serving rather than prosocial. These differing perceptions of the leader's impression management tactics can impact the quality of the leader-member exchange, influencing employee voice behavior. While direct evidence is limited in the tourism and hospitality context, these findings from other sectors suggest that leader narcissism may indirectly hinder employee voice by eroding trust, promoting silence, and shaping perceptions of the leader's motivations (Liao et al. 2019). In line with previous discussion, the hypothesis below is suggested:

Hypothesis 2. *Employee voice behavior is positively correlated with leader narcissism.*

2.3. Leader Narcissism and Bullying in the Workplace

The correlation between leader narcissism and workplace bullying is significant and multifaceted, as evidenced by various research findings. A study by Qayyum et al. (2020), showed that narcissism is positively related to counterproductive workplace behaviors, including interpersonal aggression and sabotage. Narcissistic leaders are hypersensitive

to threats to their ego, leading them to react aggressively when they feel challenged. This aggression can take the form of bullying, where the narcissistic leader targets subordinates to assert dominance and control. Another study by Jaffar et al. (2022) showed that managers' narcissism is positively linked with cynicism and workplace bullying. The presence of a narcissistic leader can foster a culture of bullying within an organization. When such leaders engage in bullying behaviors, it can normalize these actions and encourage similar behaviors among other employees. This creates an environment where bullying is tolerated or even expected, further perpetuating the cycle of abuse and toxicity in the workplace. Conversely, Khan et al. (2021a) argued that negative work environment (i.e., bullying in the workplace) and narcissistic managers are some antecedents that destructively impact the productivity of individuals in the banking business. The study of Khan et al. (2021a) supported the previous arguments in the banking and telecommunications sectors and found a direct positive correlation between narcissistic leaders and workplace bullying, which is exacerbated by employee silence. Therefore, the following hypothesis is proposed:

Hypothesis 3. *Leader narcissism is positively correlated with bullying in the workplace.*

2.4. Leader Narcissism as a Mediator Between Employee Voice Behavior and Bullying in the Workplace

In the context of leader narcissism, acting as a mediator between the investigated variables (voice behavior and workplace bullying), research is limited in the field of tourism industry. This role can be better understood through several key findings. Firstly, previous studies by Hooseini et al. (2023) and Hamstra et al. (2021) have emphasized the positive interrelationship between employee voice behavior and bullying in the workplace. They suggested that employees who speak up, provide feedback, or raise concerns may be more vulnerable to negative repercussions like bullying if their input is not well received. Secondly, research by Yao et al. (2019), Hamstra et al. (2021), and Hooseini et al. (2023) have highlighted the positive impact between employee voice behavior and leader narcissism. Employee voice behavior leads to increased interactions with a narcissistic leader. Due to their self-centered nature, a narcissistic leader may react negatively to employee voice behavior, perceiving it as a challenge to their authority or ego. Thirdly, studies by Jaffar et al. (2022), Khan et al. (2021a), and Qayyum et al. (2020) showed a positive link between leader narcissism and bullying in the workplace. When such leaders engage in bullying behaviors, it can normalize these actions and encourage similar behaviors among other employees. Building upon these established correlations, this study suggests the following hypothesis:

Hypothesis 4. *Leader narcissism mediates the relationship between employee voice behavior and bullying in the workplace.*

Building on the literature discussed in the preceding sections, this study introduces a conceptual model (Figure 1) that outlines the hypothesized relationships among the study variables.

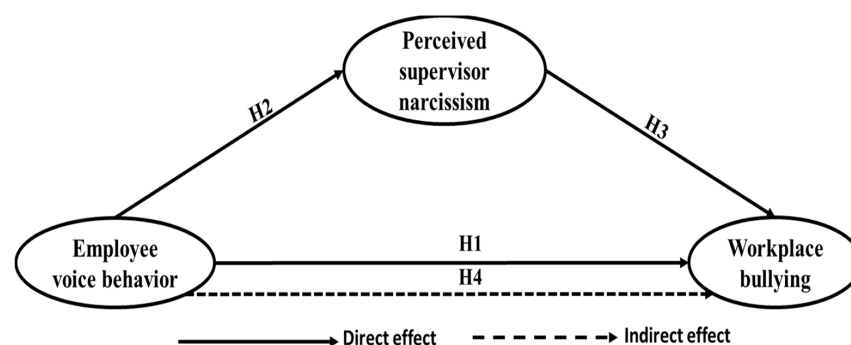


Figure 1. The research model.

3. Research Methodology

A quantitative research paradigm was employed to explore the impact of leader narcissism and workplace bullying in the tourism industry. In this paradigm, the related literature was critically reviewed to design the conceptual framework and justify the research hypotheses, and then, valid and reliable measures were derived from previous literature to develop the study questionnaire. Accordingly, a structured questionnaire was designed and delivered to the targeted sample. Finally, the data collected were analyzed with PLS-SEM.

3.1. Scale Advancement

A survey was created to evaluate the research hypotheses, and the study's metrics were derived from previous studies. The employee voice behavior (EVB) was assessed using five items derived from [Maynes and Podsakoff \(2014\)](#). The workplace bullying variable was measured using a seven-item scale developed by [Einarsen et al. \(2009\)](#). Finally, six items from [Hochwarter and Thompson \(2012\)](#) were used to measure perceived supervisor narcissism (PSN). A 5-point Likert-style response format was employed, with one signifying "strongly disagree" and five representing "strongly agree".

3.2. Respondents and Data Acquisition Procedure

The questionnaires were directed at employees of five-star hotels (20 hotels) and category (A) tourism companies (19 companies) located in Cairo, Egypt, during the period from May to August 2024 using convenience sampling techniques. The research team shared the online questionnaires with hotel and tourism company managers to help us collect data. A total of 31 of the 425 questionnaires collected were disregarded due to inadequate responses. As a result, 394 questionnaires from 243 employees of hotels and 151 employees of tourism companies were found to be valid. Participants were informed that their agreement to participate in the survey meant that they had agreed to an informed consent process and had the option to engage in the study or decline. Participants were informed that their answers would be analyzed statistically and kept in strict confidentiality. Additionally, an independent sample test was conducted to check whether there were any differences between the study samples (samples collected from hotels and tourism companies), and it was found that there were no significant differences, so the samples were treated as one sample.

4. Data Analysis

The suggested hypotheses of the model were tested using Partial Least Squares Structural Equation Modeling (PLS-SEM). This method evaluates the relationships between constructs in the inner model as well as their interactions with latent variables in the outer model. It is particularly well-suited for complex research models that involve interaction effects (moderation) and indirect effects (mediation). Additionally, the Smart PLS-3.0 software provides a user-friendly graphical interface, making it more accessible compared to tools like AMOS. This approach has also been widely adopted in prior research studies. The model was assessed through a two-step sequential method recommended by [Leguina \(2015\)](#).

4.1. Assessment of Outer Measurement Model

The research examined convergent (CV) and discriminant validity (DV) to assess the outer model. Table 1 displays Cronbach's alpha (α) (ranging from 0.863 to 0.920), composite reliability (CR) values (varying between 0.901 and 0.937), and factor loading (SFL) scores (spanning from 0.715 to 0.891), indicating satisfactory cut-off levels (>0.70) ([Hair et al. 2019](#)). Additionally, the average variance extracted (AVE) scores were above 0.50, and in turn, CV was proved ([Henseler et al. 2009](#)).

Table 1. External model assessment metrics.

Parameters	Loading	VIF	α	C_R	AVE
Employee Voice Behavior (EVB)			0.863	0.901	0.646
EVB_1	0.749	1.805			
EVB_2	0.829	2.226			
EVB_3	0.825	2.139			
EVB_4	0.793	2.015			
EVB_5	0.821	2.155			
Workplace Bullying (WB)			0.900	0.921	0.625
WB1	0.715	1.655			
WB2	0.831	2.572			
WB3	0.815	2.353			
WB4	0.805	2.207			
WB5	0.785	2.242			
WB6	0.792	2.309			
WB7	0.784	2.129			
Perceived Supervisor Narcissism (PSN)			0.920	0.937	0.714
PSN_1	0.854	3.134			
PSN_2	0.841	2.618			
PSN_3	0.891	3.698			
PSN_4	0.829	2.794			
PSN_5	0.870	3.260			
PSN_6	0.779	2.110			

Regarding the evaluation of DV, three criteria were adopted as follows: “cross-loading analysis”, the “Fornell-Larcker criterion”, and the “Heterotrait–Monotrait ratio of correlation (HTMT)” (Leguina 2015). As shown in Table 2, the factor loading (outer loading) for each factor (emphasized in bold) exceeded its corresponding cross-loading values.

Table 2. Cross-load outcomes.

	EVB	PSN	WB
EVB_1	0.749	0.365	0.517
EVB_2	0.829	0.315	0.531
EVB_3	0.825	0.411	0.546
EVB_4	0.793	0.406	0.581
EVB_5	0.821	0.428	0.588
PSN_1	0.507	0.854	0.599
PSN_2	0.497	0.841	0.568
PSN_3	0.378	0.891	0.580
PSN_4	0.344	0.829	0.561
PSN_5	0.383	0.870	0.547
PSN_6	0.295	0.779	0.516
WB_1	0.620	0.456	0.715

Table 2. *Cont.*

	EVb	PSN	WB
WB_2	0.620	0.569	0.831
WB_3	0.660	0.530	0.815
WB_4	0.472	0.519	0.805
WB_5	0.491	0.529	0.785
WB_6	0.467	0.559	0.792
WB_7	0.440	0.524	0.784

Table 3 demonstrates that the AVEs, highlighted diagonally in bold, are greater than the correlation coefficients between the study variables, confirming the DV (Henseler et al. 2009). Further, the HTMT also confirmed the DV because its values were below 0.90 (Table 4) (Leguina 2015). Therefore, the outcomes of the measurement model are acceptable to assess the structural model.

Table 3. Discriminant validity criteria (Fornell–Larcker criterion).

	EVb	PSN	WB
Employee Voice Behavior	0.804		
Perceived Supervisor Narcissism	0.482	0.845	
Workplace Bullying	0.689	0.667	0.790

Table 4. Discriminant validity criteria (HTMT).

	EVb	PSN	WB
Employee Voice Behavior			
Perceived Supervisor Narcissism	0.529		
Workplace Bullying	0.771	0.732	

4.2. Assessment of the Structural Model

Firstly, to prove the structural model's validity, the variance inflation factor (VIF) must be >5.0 . As shown in Table 1, the VIFs ranged from 1.655 to 3.698. Thus, multicollinearity is not a concern in the structural inner model. Second, Chin (1998) recommended a lowest R^2 value of 0.10 for an acceptable goodness of fit (GoF). As shown in Table 5, the R^2 values for perceived supervisor narcissism ($R^2 = 0.232$) and workplace bullying ($R^2 = 0.621$) meet this criterion. Additionally, the Stone-Geisser Q^2 test showed that the Q^2 s for the employees' self-efficacy and turnover intention were above zero (Table 5), indicating that the structural model has satisfactory predictive power (Hair et al. 2014).

Table 5. Model GoF.

Endogenous Latent Construct	(R2)	(Q2)
Perceived Supervisor Narcissism	0.232	0.152
Workplace Bullying	0.621	0.358

Yet, the hypotheses were tested by examining both direct and indirect (mediation) effects using the bootstrapping feature in the Smart PLS program. The path coefficients (β), significance (p -values), and t -values (t) were operated to assess these relationships (Table 6 and Figure 2). Employee voice behavior has a significant positive connection with workplace bullying ($\beta = 0.479$, $t = 7.627$, and $p < 0.000$) and perceived supervisor narcissism

($\beta = 0.482$, $t = 8.601$, and $p < 0.000$); thus, H1 and H2 were supported. In the same vein, perceived supervisor narcissism showed a positive association with workplace bullying ($\beta = 0.436$, $t = 6.456$, and $p < 0.000$); thus, H3 is accepted. Regarding the mediation effect, PSN successfully mediated the linkage between EVB and workplace bullying ($\beta = 0.210$, $t = 5.4650$, and $p < 0.000$), confirming H4.

Table 6. Hypotheses evolution.

		β	T	p	Results
Direct Effect					
H1	Employee Voice Behavior \rightarrow Workplace Bullying	0.479	7.627	0.000	✓
H2	Employee Voice Behavior \rightarrow Perceived Supervisor Narcissism	0.482	8.601	0.000	✓
H3	Perceived Supervisor Narcissism \rightarrow Workplace Bullying	0.436	6.456	0.000	✓
Mediating Effect					
H4	Employee Voice Behavior \rightarrow Perceived Supervisor Narcissism \rightarrow Workplace Bullying	0.210	4.650	0.000	✓

Note: ✓ = Supported.

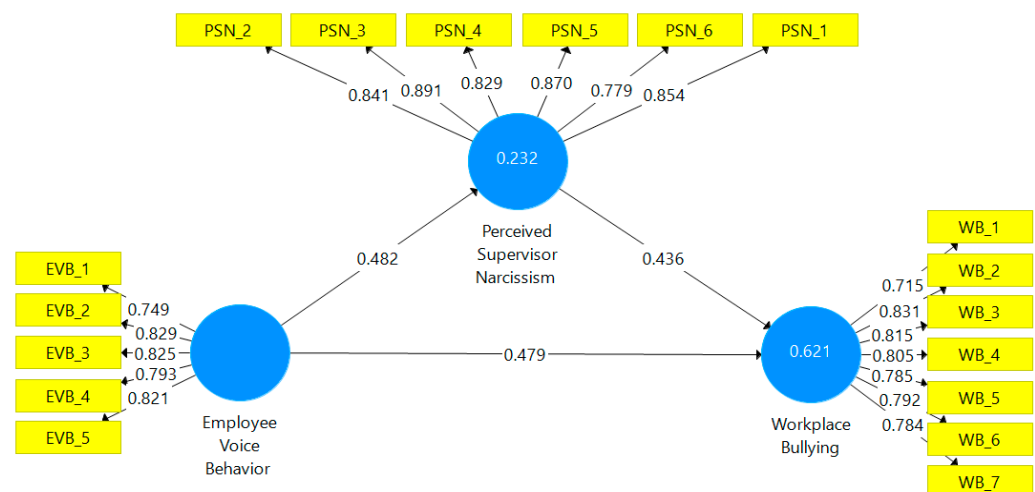


Figure 2. The inner and outer model.

5. Discussion and Theoretical Implications

The findings of this study indicate that employee voice behavior has a positive impact on workplace bullying, which aligns with previous research by [Hooseini et al. \(2023\)](#), [Hamstra et al. \(2021\)](#), and [Yao et al. \(2019\)](#). These results suggest that employees who speak up, provide feedback, or raise concerns may be more susceptible to negative repercussions, such as bullying, if their input is not well received. This implies that those who actively voice their opinions, offer feedback, or express concerns might face a heightened risk of experiencing adverse outcomes like bullying when their contributions are not appreciated or positively accepted.

The practical findings of this study confirm a positive correlation between employee voice behavior and leader narcissism. This finding is consistent with research conducted by [Jaffar et al. \(2022\)](#), [Khan et al. \(2021a\)](#), and [Qayyum et al. \(2020\)](#). It indicates that as employee voice behavior increases, leader narcissism also tends to rise. Increased employee voice behavior leads to more interactions with a narcissistic leader, who, due to their self-centered nature, may react negatively to such behavior, perceiving it as a challenge to their authority or ego.

According to the empirical results of the study, leader narcissism is positively correlated with workplace bullying. This result aligns with the findings of [Jaffar et al. \(2022\)](#),

[Khan et al. \(2021a\)](#), and [Qayyum et al. \(2020\)](#). It suggests that as leader narcissism increases, the likelihood of workplace bullying also rises. Narcissistic leaders engaging in bullying behavior may establish and promote the normative acceptance of such actions, fostering similar behaviors among other employees. When leaders with narcissistic traits participate in bullying, they can shape a workplace culture where such conduct is viewed as the standard or acceptable. This normalization of bullying by narcissistic leaders can encourage other employees to emulate these behaviors.

As illustrated in Table 6 and Figure 2, leader narcissism significantly mediates the relationship between employee voice behavior and workplace bullying. This finding is consistent with the research by [Hamstra et al. \(2021\)](#), [Hooseini et al. \(2023\)](#), and [Jaffar et al. \(2022\)](#). It implies that the impact of employee voice behavior on workplace bullying is partially driven by leader narcissism. When employee voice behavior increases in the presence of a narcissistic leader, workplace bullying also rises. This indicates that the effect of employee voice behavior on the occurrence of workplace bullying is, to some extent, influenced by the behaviors and characteristics of narcissistic leaders. In this context, leader narcissism plays a crucial role in determining how the expression of employee voices—such as speaking up, providing feedback, or raising concerns—affects the prevalence or dynamics of bullying within the workplace. The presence of narcissistic leaders can significantly shape the relationship between employee voice behavior and workplace bullying.

This study makes several theoretical contributions. First, it adds to the existing literature on employee voice behavior, workplace bullying, and leader narcissism by identifying the association between these variables among tourism and hospitality employees. While prior studies have explored the impact of the aforementioned variables on work-related results among employees in general organizational contexts ([Hamstra et al. 2021](#); [Hooseini et al. 2023](#); [Jaffar et al. 2022](#)), little is known about their effects in the hospitality industry. Second, the literature explores the mediating role of leader narcissism in the relationship between employee voice behavior and bullying in the workplace in the tourism and hospitality industry. When employee voice behavior increases in the presence of a narcissistic leader, workplace bullying increases. This result highlights the complex interplay between employee actions, leadership characteristics, and workplace dynamics in the tourism and hospitality industry. This finding underscores the importance of understanding how leader traits, such as narcissism, can impact employee behavior and organizational climate. Third, the use of a questionnaire divided into three sections; data collection from employees in specific industries in Cairo, Egypt; and the application of Smart PLS-3.0 for hypothesis testing contribute methodological insights for future research in this area.

6. Practical Implications

The findings of this study provide several valuable insights for organizations in the tourism and hospitality sector. First, understanding the positive impact of employee voice behavior on the workplace can encourage organizations to create a culture where employees feel comfortable speaking up, providing feedback, and expressing their opinions without fear of retaliation or bullying ([Elshaer et al. 2022](#)). In terms of preventing workplace bullying, an awareness of the correlation between leader narcissism and workplace bullying can prompt organizations to implement policies and procedures aimed at preventing and addressing bullying behaviors. This may involve clear guidelines on acceptable behavior, conflict resolution mechanisms, and support systems for employees. Third, enhancing organizational culture by recognizing the mediating role of leader narcissism in the relationship between employee voice behavior and workplace bullying could lead to organizations working towards fostering a culture that values open communication, transparency, and mutual respect. This can contribute to a healthier and more positive work environment. Fourth, tourism and hospitality organizations can use the insights from the study to develop leadership training programs that focus on promoting positive

leadership qualities and behaviors while addressing and managing narcissistic tendencies among leaders. This can help create a more supportive and respectful work environment. Fifth, human resources departments in tourism and hospitality organizations can use the study findings to tailor their recruitment, training, and performance evaluation processes to identify and address issues related to leadership behavior and workplace dynamics, ultimately promoting a more conducive work environment for all employees.

7. Conclusions

The study aimed to examine the direct relationships between employee voice behavior, workplace bullying, and leader narcissism, considering the mediating role of leader narcissism. Using Structural Equation Modeling (SEM) through the Partial Least Squares (PLS) method, data collected from employees in five-star hotels and category-A tourism companies were analyzed. The findings revealed significant direct relationships between employee voice behavior and workplace bullying, as well as between employee voice behavior and leader narcissism. Similarly, a significant relationship was found between leader narcissism and workplace bullying. Additionally, leader narcissism successfully mediated the relationship between employee voice behavior and workplace bullying. Based on these findings, the study contributed theoretically by exploring these relationships, which have been investigated by only a limited number of previous studies. Practically, the study offered a set of recommendations to help management in hotels and tourism companies reduce workplace bullying and encourage employee voice.

8. Limitation and Future Studies

Research on workplace bullying encounters several key challenges. First, inconsistencies in defining and measuring bullying complicate the research process, leading to difficulties in data collection due to the sensitive nature of the issue and potential under-reporting by victims. Additionally, the diversity of workplace environments—such as variations in organizational culture and geographic context—makes it hard to generalize findings. Economic factors, such as high unemployment rates, may pressure individuals to endure bullying, further skewing their responses. In addition to these obstacles, the potential limitations of this study must be acknowledged. First, owing to resource constraints, the data for this study were derived only from Cairo, one of Egypt's most well-known tourist cities, limiting our findings' external validity. Future research could increase the diversity of data sources to test the generalizability of our findings. Second, the data collection method through self-reported questionnaires may introduce response bias and social desirability effects. Future studies could incorporate multiple data sources, such as supervisor ratings or observations, to validate the findings. Third, relying solely on questionnaire data may restrict the depth of understanding the complex relationships between employee voice behavior, leader narcissism, and workplace bullying. Mixed-methods approaches could offer a more comprehensive insight into these dynamics. By addressing these limitations and exploring these avenues for future research, scholars can further advance our understanding of the complex interplay between employee voice behavior, leader narcissism, and workplace bullying, leading to more effective strategies for promoting positive organizational cultures and employee well-being.

Author Contributions: Conceptualization and methodology, I.A.E., S.F.; Software, S.F. and M.A.; Validation, I.A.E.; Formal analysis, I.A.E. and S.F.; Investigation, A.M.S.A.; Writing—original draft, I.A.E., S.F., W.M.E. and T.A.A.; Writing—review & editing, I.A.E. and A.M.S.A. All authors have read and agreed to the published version of the manuscript.

Funding: This work was funded by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [Project No. KFU242837].

Institutional Review Board Statement: The study was conducted according to the guidelines of the Declaration of Helsinki and approved by the deanship of the scientific research ethical committee, King Faisal University (project number: KFU242837, date of approval: 28 May 2024).

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: The data presented in this study are available on request from the corresponding author.

Conflicts of Interest: The authors declare no conflict of interest.

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