

Relationship between Participation in Implementation, Cultural Collectivism, and Psychological Empowerment among Women in Zanzibar Tourism Industry

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Abstract

Purpose- Women's vulnerability and unsustainable position in the workforce necessitates a comprehensive approach to empower them psychologically to enhance their well-being, particularly within the tourism industry. Hence, this study aimed to examine the relationship between cultural collectivism, participation in implementation, and psychological empowerment among women in Zanzibar's tourism industry. **Methodology-** The study adopted a quantitative research approach and used a survey and causal designs. The data were collected using structured questionnaires from 387 women in tourism activities from nine wards of Zanzibar, and the respondents were selected using a multi-stage cluster sampling technique. The study used IBM SPSS to analyze the data. **Findings-** The study discovered a high level of psychological empowerment among women in Zanzibar's tourism industry. Also, the levels of participation in implementation and psychological empowerment were significantly associated. Lastly, participation in implementation significantly predicted psychological empowerment more than cultural collectivism among women in the Zanzibar tourism sector. **Research implications** – Psychological empowerment among women in the Zanzibar tourism industry may not be achieved and sustained without active participation in implementation, and cultural collectivism respectively. If psychological empowerment is not ensured in this demography, it may hamper sustainable development and societal well-being. **Originality/value** - The study contributed to the understanding of the levels of psychological empowerment among Zanzibar women in the tourism industry and how participation in implementation and psychological empowerment levels are significantly associated. It revealed the factors necessary to improve the Zanzibar region's GDP and align the Island with the UNSDGs.

Keywords: Cultural Collectivism, Participation In Implementation, Women's Psychological Empowerment, Zanzibar Tourism Industry

Introduction

The tourism industry substantially supports the global economy via a 9.8% contribution of the world GDP and 7% of total global exports (UN World Tourism Report, 2014). Projections suggest that by the end of 2026, the contribution of travel and tourism to GDP will increase to 10.8% (World Travel and Tourism Council, 2016). Beyond economic indicators, these statistics highlight the potential of tourism to address critical global challenges such as socio-economic growth and inclusive development (Rasool, Maqbool, & Tarique, 2021). With approximately 284 million jobs created, representing 1 in 11 jobs worldwide, tourism significantly impacts employment (Economic Impact, 2016). Women in both formal and informal roles within the tourism sector have notably benefited, experiencing increased individual income and empowerment compared to other industries (UNWTO, 2010).

The tourism industry in Zanzibar plays a crucial role in driving economic growth and providing opportunities for local communities, especially women. Thus, it has been reported that the sector contributes about 25% of the island's GDP and 80% of the annual foreign exchange earnings (Ministry of Information, Tourism, Culture and Sport, 2016). This aligns the Island City (Zanzibar) tourism sector and its developmental plans with the United Nations' Sustainable Development Goals (UNSDGs) for inclusiveness, equality, and women's empowerment. Furthermore, the tourism industry has a huge potential to empower women of all backgrounds through their involvement in different aspects (UNWTO, 2023).

Sadly, research shows that the COVID-19 pandemic disproportionately impacted women in the tourism sector, leading to job losses, reduced hours, lower pay, and increased caregiving responsibilities (UNWTO, 2023). This highlights the vulnerable and unsustainable position of women in the workforce, necessitating a comprehensive approach to empower them, particularly within the tourism industry (Abdalla, Asnarulkhadi, Hashim, & Rosnon, 2024). It is evident that empowering women results in a more skilled workforce, strengthened local economies, improved business performance, and uplifts families from poverty, ultimately promoting generational wealth and self-sufficiency (Abdalla et al., 2024). Hence, understanding the relationship between women's participation in implementation, cultural collectivism, and psychological empowerment is crucial for robust economic and human development.

Undoubtedly, empowered women tend to take on leadership roles, advocate for their rights, and influence community development positively. Psychological empowerment among women in the tourism industry leads to greater community participation (Kibanja & Munene (2021). Psychological empowerment enables women to challenge restrictive norms and promote more equitable systems within their communities (Khan, 2020). Women's involvement in the implementation of tourism initiatives can strengthen community resilience and economic stability (Scheyvens, 2020). Nonetheless, underlying barriers, like limited access to socioeconomic factors often impede women's full engagement in these roles (UNWTO, 2019), thereby posing a challenge to women's psychological empowerment. Given Zanzibar's strong sense of collectivism, collectivistic traits significantly influence Zanzibar women's roles in private and public spheres, including community-based tourism (CBT). CBT projects in Zanzibar heavily depend on collective action and support, which empowers

women when their roles and values are recognized (Nyaruwata & Munhenga, 2019). This is so because collectivists prioritize actualizing in-group members' prospects, fitting in through common choices, and cultivating their important associations (Shavitt & Barnes, 2020). Hence, collectivists are selfless in their dispositions (Chinedu, Haron, Hashim, & Ho, 2021), including Zanzibar women in the tourism industry.

Unfortunately, these constraints have impeded Zanzibar women's development and well-being. For instance, women in Zanzibar are victimized by social evils and denied opportunities that could raise their well-being in various tourism sectors (Maliva, 2016; Shettar, 2015). Also, they are less empowered and participate marginally in developed programs (World Bank, 2010). Furthermore, barriers of societal norms affecting Zanzibar women in tourism impede their ability to function optimally in professional settings and leadership opportunities (Kibanja & Munene, 2021). This calls for a holistic and pragmatic evaluation of these issues and how they make Zanzibar women's empowerment psychologically.

Report suggests that limited access to education and professional training among women in Zanzibar restricts their participation in higher-level implementation positions in the tourism industry. Gender differences in education contribute substantially to a skill gap that affects women's employability in the tourism industry (World Bank, 2019). Limited economic power restricts women from starting or expanding their businesses in the tourism industry (UNWTO, 2019). Community resistance to changes manifesting as social exclusion against women who challenge established norms hinders women's participation in implementation and empowerment in the tourism sector (Scheyvens, 2020). Zanzibar community members who adhere to traditional values often call for maintenance of the status quo. Also, many women in Zanzibar suffer low levels of self-confidence due to societal norms; this psychological barrier impedes their ability to position themselves in professional settings and pursue leadership opportunities (Kibanja & Munene, 2021). Adequate mentorship for psychological empowerment is crucial as it helps build confidence and professional skills (Nyaruwata & Munhenga, 2019). However, there is a lack of psychological mentees for Zanzibar women in the tourism industry and proper assessment of the psychological empowerment level of women in Zanzibar's tourism industry. Therefore, the objectives of the study are: (i) To evaluate the level of psychological empowerment among Zanzibar women in the tourism industry. (ii) To determine the association between Zanzibar women's levels of participation in implementation and psychological empowerment. (iii) To determine the effects of participation in implementation, and cultural collectivism on psychological empowerment among Zanzibar women in the tourism industry.

Literature Review

Psychological empowerment

Psychological empowerment is a collection of motivational thoughts influenced by the work environment (Thomas & Velthouse, 1990). Psychological empowerment is a spurring construct that includes four key cognitions: meaning, competence, self-determination, and impact (Spreitzer, 1995). Psychological empowerment is a subjective, cognitive, and attitudinal process that enables individuals to view themselves as capable, competent, and authorized to perform tasks (Llorente-Alonso, García-Ael, & Topa, 2024). Simply put, psychological empowerment is an idiosyncratic, thought, and dispositional route that gives humans the leeway to perceive themselves as skilled and well-to-do in carrying out specific

tasks. In other words, psychological empowerment entails having adequate individual reasoning necessary to execute various tasks without reliance on others. It is crucial to understand the importance of Spreitzer's emphasis on meaning, competence, self-determination, and impact. Thus, in every sphere of life, to be psychologically empowered calls for an individual to be rational in performing his/her tasks; the person must also have the capacity to carry on the task irrespective of the challenges; he/she must be able to make decisions that could propel positive and beneficial results concerning the task the individual is performing; and must ensure that the task he/she performs is impactful to the stakeholders. Consequently, without these four conditions or a fraction of them, we assert that psychological empowerment is incomplete.

Studies have shown that psychological empowerment can reinforce individuals, including women to take active roles in tourism-related activities and feel a sense of control over their work (Ambad & Bahron (2012). Psychologically empowered women through tourism develop strong feelings and manage to change the relationship between a growth mindset and flourishing (Ertac & Tanova, 2020). This happens because psychologically empowered individuals see themselves as welcomed resources as they are more credible to assume an active role in realizing individual or collective goals (Spreitzer 1995). This implies that in the tourism industry, empowered individuals including women have a high self-esteem, and exhibit the capacity for a desired change with transformational traits. Thus, psychologically empowering women in the tourism industry enhances their capacity and motivation to engage actively in implementation processes, which can lead to more effective and sustainable results.

Psychological Empowerment and Participation in Implementation

Empowerment has been advocated as a fundamental theory in various fields such as community-based health education (Hughey, Peterson, Lowe, & Oprescu, 2008), community interventions (Speer & Hughey, 1995), and community psychology (Rappaport, 1987). Research has shown that community participation influences future psychological empowerment (Christens, Peterson, & Speer, 2011). Community participation is human involvement including women in community affairs, which could be in decision-making, implementation, or benefits. Participation in implementation has been described as a top-down approach to development (Cullis & Pacey, 1992). Local people or minority groups and gender-separated individuals can only be seen at the implementation stage (Cullis & Pacey, 1992). According to Mpolokeng (1996), this happens while the minority groups' abilities to identify their needs and decide preferences are subdued by governments and agencies linked with rural poor people's development (Mpolokeng, 1996). Participation in implementation entails community members being available to decide and implement the decisions equally as the prerequisite to own the projects at hand (Nyabera, 2015). This implies equal opportunity among the stakeholders in determining their fate in a community project.

Women's participation in implementation in the tourism industry is undoubtedly an emerging approach to sustainable development. Notably, women's engagement in tourism projects can boost community resilience and economic stability (Scheyvens, 2020), and upgrade family well-being. This comes through the financial support of female household members via their participation in implementation. When women's participation in implementation in the tourism industry boosts economic stability and family well-being, it could be said that they

have been empowered both economically and psychologically; implying that participation in implementation has influenced empowerment. Active participation in the implementation of community members in the planning and execution of projects leads to an increased sense of control and psychological empowerment (Zimmerman, 2000). Involvement in school-based initiatives like curriculum development and school governance empowers students and teachers by increasing their self-efficacy, motivation, and sense of agency (Kirshner, Pozzoboni, & Jones, 2011).

However, some studies suggest that the relationship between psychological empowerment and participation in implementation may have a reciprocal causality. For instance, in community development, Zimmerman (2000) highlighted that empowered community members are inclined to participate in collaborative planning and execution, resulting in sustainable and inclusive development outcomes. This is especially pertinent in marginalized communities where empowerment can help overcome historical obstacles to engagement. Khan (2020) discovered that psychological empowerment among women in South Asia's tourism sector resulted in increased involvement and leadership in tourism initiatives, challenging conventional gender norms and enhancing project outcomes. In line with Khan's findings, we posit that high psychological empowerment is required for increased participation in implementation among women, implying that high psychological empowerment is associated with high participation in implementation. On a different note, when individuals believe that their contributions are significant and have an impact, they are more motivated to participate in implementation activities actively. This perception of making a meaningful impact is crucial for maintaining motivation and sustained participation over time (Thomas and Velthouse, 1990). Thus, this study notes that while women's psychological empowerment in the tourism industry is crucial, their participation in implementation is equally important as it could reciprocate and augment their psychological empowerment.

Cultural Collectivism and Psychological Empowerment

Collectivism is a dimension of cultural value (Hofstede, 1991) that reflects a society's position through people's self-image perceived as either "we" (Chinedu, 2022). A society with inhabitants filled with a perception of "we" represents a collectivist society, while a society filled with "I" perception inhabitants represents an individualistic society (Hofstede, 2011). Amongst several dimensions of cultural value, collectivism was adopted to represent cultural value/orientation because it has been conceptualized as a societal-level variable (House, Wright & Aditya, 1997) and an individual-level variable (Husted & Allen 2008). Moreover, operationalizing cultural value/orientation as collectivism enhances societal understanding of the psychological connotation of individual yearnings for togetherness (Chinedu, Haron, Hashim, & Ho, 2022). Hence, the study posits that cultural collectivism is a cultural belief that centers on a "we" mindset that catalyzes human action for societal well-being.

Collectivistic cultures promote greater psychological well-being through interdependence and a sense of security, which is fundamental for psychological empowerment (Triandis, 1995). The efficacy of people in collectivistic cultures can increase individual self-efficacy, which leads to a more psychologically empowered community (Bandura, 2000). Research in community development has shown varied influences of collectivism on psychological empowerment. For instance, Zimmerman (2000), noted that while collective action and community support boosted psychological empowerment in certain communities, in others,

rigid adherence to group norms and traditional roles impeded individual empowerment. These kinds of cultural norms can restrict women's psychological empowerment by supporting their subordinate status within the group (Jansen, 2021). Employees in collectivist settings often feel more supported and engaged, leading to higher psychological empowerment (Spreitzer, 2007). However, in places that are characterized by conformity and hierarchy, individual autonomy and initiative may be suppressed. A study by Kibanja and Munene (2021) in Uganda's tourism sector found that collectivist values provided women with a support network. Yet, traditional gender roles within these collectivist cultures restricted women's opportunities for empowerment. This underscores the dual-edged nature of collectivism in shaping psychological empowerment. Specifically, collectivism can lead to dependence on group approval, whittling down women's feelings of competence, confidence, and other essential elements of psychological empowerment (Bandura, 2000).

Methodology

Design, Participants, and Procedures

This is a quantitative study that utilized survey and causal designs. The researchers used a quantitative approach to enable the generalization of the findings to a larger sample. Furthermore, a quantitative method is beneficial in answering the research questions (Chinedu et al., 2021). In the same vein, the adopted designs were based on the study's objectives and to enrich the literature on the relationship between cultural collectivism, participation in implementation, and psychological empowerment among Zanzibar women in the tourism industry. The study participants were only women (females) aged between 35 to 60 years of age who have been working in tourism activities from nine wards of Zanzibar. The data were collected using structured questionnaires from 387 women who have been directly or indirectly working in tourism activities from nine wards of Zanzibar using a multi-stage cluster sampling technique.

Instrumentation

The main constructs of the study were measured on a five-point Likert scale (1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree) with varying numbers of items. Women's psychological empowerment was measured with eight (8) items adapted from Cheung, Mok, and Cheung (2005). Also, participation in implementation was measured with nine (9) items adapted from the World Bank (2008), and Greeley and Chaturvedi (2007), while cultural collectivism was measured with six (6) items adapted from Yoo, Donthu, and Lenartowicz (2011).

Reliability of the Constructs and Normality Test

The study's constructs' Cronbach alpha ranged between .62 and .82. According to Hajjar (2018), an alpha value greater than .60 with a corrected item-total correlation greater than 0.3 is acceptable for research purposes. Based on the above, the study instruments are reliable. In terms of the distribution of the dataset, descriptive findings of exploratory data analyses (EDA) were used to determine the multivariate normality of the dataset's distribution. An approximately normally distributed data should have a skewness value obtained within ± 2.0 (George & Mallery, 2010) and a kurtosis -7 to +7 cutoff point (Byrne, 2010). Based on that, the study constructs' skewness and kurtosis are within the acceptable margin as shown in Table 1. Hence, multivariate normality criteria have been fulfilled. With the mean scores of between 3.94 and 4.24 on a five-point scale, it shows that there is high

psychological empowerment and cultural collectivism among Zanzibar women in the tourism industry.

Table 1

Reliability coefficients and EDA descriptive values

| Constructs | Cronbach alpha | Skewness | SE | Kurtosis | SE | Mean | SD |
|---------------------------------|----------------|----------|------|----------|------|-------|------|
| Psychological Empowerment | .799 | -1.192 | .124 | 1.798 | .247 | 3.944 | .685 |
| Participation in Implementation | .816 | 1.360 | .124 | 2.144 | .247 | 2.119 | .739 |
| Cultural Collectivism | .616 | -.984 | .124 | .783 | .247 | 4.243 | .545 |

Note: SE= Standard error; SD= Standard deviation

Level of Women's Psychological Empowerment in Zanzibar's Tourism Industry

The women's psychological empowerment level in Zanzibar's tourism industry was divided into three categories based on the guidelines suggested by Oxford and Burry-Stock (1995) for variables measured on a five-point Likert scale. Following Oxford and Burry-Stock (1995), Table 2, depicts the classification of the five-point Likert scale into three: low (less than 2.40), moderate (2.41-3.40), and high (3.41-5.00).

Table 2

Summarized Levels of Women's Psychological Empowerment

| Variable Category | Score range | Frequency | Percentage | Min. | Max. |
|-------------------|-------------|-----------|------------|------|------|
| Low | 1-2.40 | 12 | 3.1 | 1 | |
| Moderate | 2.41-3.40 | 67 | 17.3 | | |
| High | 3.41-5.00 | 308 | 79.6 | | 5 |
| Total | | 387 | 100 | | |

Note: Freq.= Frequency; %= Percentage; Min.= Minimum; Max.= Maximum.

The current result indicates that over 79% of Zanzibar women in the tourism industry are highly psychologically empowered, while only 3.1% are in the low psychological empowerment category. While our result is very interesting, it contradicts Maliva's (2016) study which stated that women in Zanzibar are victimized by social evils and denied opportunities that could raise their well-being in various tourism departments. This underlines the stance of UNWTO (2023), that the tourism sector is bestowed with enormous potential to empower women of all backgrounds. The high level of women's psychological empowerment revealed by this study indicates that Zanzibar women in the tourism industry have the required confidence and self-efficacy to carry out their tasks in the industry. Granting women in the tourism industry autonomy and freedom to champion or carry out their tasks boosts their mental states and makes them more committed to their jobs. According to Ambad and Bahron (2012), employees who are given autonomy, freedom, and the opportunity to determine how they do their jobs, become more committed and put supreme efforts into the organization's sustainability. Thus, our finding is a harbinger of the benefits of empowering women in the tourism industry psychologically, including the sustainability of the tourism sector. This result is expected to spice up other sectors that can incorporate

women in their industry for basic empowerment and improve women's well-being by giving them the opportunity to self-determination in their jobs. Therefore, given the high level of psychological empowerment among the Zanzibar women in the tourism industry, an enabling environment should be created to sustain the benefits of high psychological empowerment among women in the tourism industry.

Determination of the Association between Zanzibar Women's Levels of Participation in Implementation and Psychological Empowerment

To determine the association between Zanzibar women participating in implementation who are psychologically empowered, the study first categorized participation in implementation into three, using Oxford and Burry-Stock's (1995) suggestion for variables measured on a five-point Likert scale into three: low (less than 2.40), moderate (2.41-3.40), and high (3.41-5.00). Consequently, the low group of participation in implementation accounted for 272 (70.3%), moderate group comprised 92 (23.8%), and the high group covered 23 (5.9%). Given the availability of the various levels of participation in implementation, and psychological empowerment among Zanzibar women in the tourism industry as stated above and in Table 2 respectively, the association between these variables is hereby tested.

A Chi-square test for independence was conducted between levels of participation in implementation and psychological empowerment among Zanzibar women in the tourism industry, the study found a significant association between participation and psychological empowerment levels $X^2(4, n = 387) = 102.60, p = < 0.001$, Cramer's $V = 0.36$. According to Pallant (2011), for a three-by-three table, an effect size of $.07 =$ small; $.21 =$ medium/moderate; and $.35 =$ large. Based on the study's Cramer value, there is a large positive association between levels of participation in implementation and psychological empowerment. This indicates that the more Zanzibar women in the tourism industry participate in implementation, the higher their psychological empowerment. While this finding encourages women's participation in implementation and psychological empowerment, it demonstrates a reciprocal relationship between these two variables. This is evident in Khan's (2020) study which discovered that psychological empowerment among Asian women in the tourism industry results in advanced participation and leadership in tourism initiatives. Interestingly, Table 3 depicts the distribution of different levels of psychological empowerment within the three categories of participation in implementation.

Table 3

Cross-tabulation of the levels of participation in Implementation and Psychological Empowerment among Zanzibar women in the tourism industry

| | Psychological Empowerment | | | | | | | | X ² | Cramer's V | p |
|----------------------------------|---------------------------|------|----------|------|------|------|-------|------|----------------|-------------|-----------------|
| | Low | | Moderate | | High | | Total | | | | |
| | n | % | n | % | n | % | n | % | | | |
| | 12 | 3.1 | 67 | 17.3 | 308 | 79.6 | 387 | 100 | | | |
| Participation in Implementation | | | | | | | | | 102.60 | 0.36 | <.001 |
| Low (% within PI) | 3 | 0.8 | 28 | 7.2 | 241 | 62.3 | 272 | 70.3 | | | |
| | | 1.1 | | 10.3 | | 88.6 | | 100 | | | |
| Moderate (% within PI) | 2 | 0.5 | 28 | 7.2 | 62 | 16.0 | 92 | 23.8 | | | |
| | | 2.2 | | 30.4 | | 67.4 | | 100 | | | |
| High (% within PI) | 7 | 1.8 | 11 | 2.8 | 5 | 1.3 | 23 | 5.9 | | | |
| | | 30.4 | | 47.8 | | 21.7 | | 100 | | | |

Note: X² = Chi-square; % = Percentage; p = significant value; PI= Participation in Implementation; PE= Psychological Empowerment.

Consequent to the cross-tabulation, the study revealed that out of 79.6% of the participants with high psychological empowerment, only 21.7% of them were within high participation in implementation. The majority of them (88.6%) were within low participation in implementation. This implies that despite efforts to psychologically empower women in the tourism industry, a significant number of them may still not participate in implementation. This could be attributed to self-nonchalant attitudes among some women in the tourism industry. When people cogitate some perceived responses due to their involvement in community activities, they tend to withdraw as a result of low self-efficacy. In other words, women with high psychological empowerment who exhibit low participation in implementation lack an adequate sense of control due to low self-efficacy. On the other hand, out of the 3.1% of the subjects with low psychological empowerment, about 30.4% of them were within high participation in implementation with slightly above 1% being within low participation in implementation. This is an indication that in public or community activities, innate endowment could elicit participation in implementation beyond a mental or emotional boost. Women who are naturally gifted to participate in community activities may outperform those with human-induced psychological empowerment because they act naturally without pressure to excel in the expectations of their mentors. It is also pertinent to emphasize that out of 17% of the participants with moderate psychological empowerment, almost 48% of them were within high participation in implementation. This shows how far women in the tourism industry could go to consolidate their existing empowerment levels. Individuals with this trait are undoubtedly scarce and are needed for sustainability and community well-being.

Determine the Effects of Participation in Implementation, and Cultural Collectivism on Psychological Empowerment

Standard multiple regression was conducted to accurately determine the ability of two variables (participation in implementation, and cultural collectivism) to predict psychological empowerment among women in the Zanzibar tourism industry. The researchers conducted preliminary analyses to ensure no violation of normality, linearity, multicollinearity, and homoscedasticity assumptions. The model was statistically significant $F(2, 384) = 115.72, p < .001$, and explained a 37.3% variance in psychological empowerment among women in the Zanzibar tourism industry. As depicted in Table 4, the two variables were statistically significant, with participation in implementation ($\beta = .54, p < .001$) contributing more than cultural collectivism ($\beta = .24, p < .001$). The result indicates that women's participation in implementation significantly predicts their psychological empowerment. This is in tandem with the studies of Zimmerman (2000) and Kirshner et al. (2011) who found that active involvement by community members leads to enhanced psychological empowerment, and participation in school-based implementation initiatives psychologically empowers students and teachers respectively. Similarly, the significant predictive effect of cultural collectivism on psychological empowerment implies that cultural collectivism is a determinant of psychological empowerment. This result is consistent with Zimmerman (2000) who found that collective action and community support influenced psychological empowerment.

Table 4

The summarized results of multiple regression

| Variables | Unstandardized beta | SE | Beta | t | p | VIF |
|------------|---------------------|------|------|--------|-------|-------|
| Constant | 3.713 | .241 | | 15.393 | .000 | |
| PIMPL | .497 | .038 | .536 | 13.202 | <.001 | 1.014 |
| CUL-CLTVSM | .303 | .051 | .241 | 5.927 | <.001 | 1.014 |

$R^2 = 37.6$; Adjusted $R^2 = 37.3$; $F = 115.72$

Note: The dependent variable is psychological empowerment; PIMPL= Participation in implementation; CUL-CLTVSM= Cultural collectivism; t = t -statistics; p = Probability power, significant at 0.05; VIF= variance inflation factor

Notably, when individuals participate in community projects they enjoy a sense of belonging, self-enhanced and psychologically empowered. In other words, women's participation in implementation vests a feeling of control and self-efficacy which are products of empowerment. Individuals who perceive their actions as impactful tend to feel empowered (Quinn & Spreitzer, 1997). In community development, when women participate in project implementation, they are more likely to see the direct impact of their efforts on outcomes, thereby enhancing their beliefs that they have made a difference in others' lives; thus, making them feel empowered. Residents' participation in community development projects like building a community garden leads to increased empowerment (Zimmerman, 2000). Undoubtedly, such residents are psychologically empowered because they believe they have directly contributed to improving the lives of others.

Correspondingly, collectivistic values within teams predict higher levels of psychological empowerment among team members (Kirkman & Shapiro, 2001). The significant predictive effect of cultural collectivism on psychological empowerment further highlights that collectivist teams experience greater cohesion, mutual support, and shared purpose, which enhances individual empowerment. This is activated via social support, collaboration, and an improved sense of belonging in collectivistic cultures. Women in the tourism industry who are

collectivists can easily be psychologically empowered through interdependence and cooperation, which increases individual sense of competence and control (cf. Spreitzer, 1995). Therefore, the study suggests that in a community's quest to ensure psychological empowerment among its residents, cultural collectivism should be upheld.

Conclusion and Limitations

Women's participation in implementation, cultural collectivism, and psychological empowerment in the tourism industry have been tested and found to have significant relationships. Consequent to the ability of the tourism industry to address critical global challenges such as socio-economic growth and inclusive development (cf. Rasool, Maqbool, & Tarique, 2021), notable benefits of formal and informal roles of women within the tourism industry via individual income and empowerment compared to other industries (UNWTO, 2010), and to propagate national or regional standpoints concerning cultural beliefs, the study specifically sampled women in the Zanzibar tourism industry to unravel the mysteries related to these concepts using a quantitative approach that utilized multi-stage cluster sampling technique. The study revealed a high level of psychological empowerment among Zanzibar women in the tourism industry. The researchers also discovered a large and significant association between participation in implementation and psychological empowerment levels among Zanzibar women in the tourism industry. Furthermore, results showed that participation in implementation significantly predicted psychological empowerment more than cultural collectivism among Zanzibar women in the tourism industry.

Interestingly, the findings validated existing literature (cf. Kirshner et al., 2011; Zimmerman, 2000; Kirkman & Shapiro, 2001) that established the significant effects of participation in implementation and cultural collectivism on psychological empowerment. Additionally, the study has given a new insight into the association between levels of participation in implementation and psychological empowerment. More so, despite the barriers of societal norms affecting Zanzibar women in tourism which were reported to impede Zanzibar women's ability to position themselves in professional settings and leadership opportunities (cf. Kibanja & Munene, 2021), our findings on the level of psychological empowerment among Zanzibar women in tourism are in contrast with the status quo. This is encouraging and demonstrates the progress in Zanzibar's developmental programs to empower women psychologically and enhance family well-being. Hence, the study posits that high psychological empowerment is synonymous with a healthy community and family well-being. Consequently, the study concludes that advances in women's participation in implementation, and inclusivity and equality via cultural collectivism should be intensified to ensure women are psychologically empowered, especially in the tourism industry for sustained societal well-being. This will further sustain the tourism industry's inroads toward improving GDPs and offer a new wave of human capital development through the abolition of cultural restrictions on women. Therefore, societies seeking to improve their GDP and align with the United Nations Sustainable Developmental Goals (UNSDGs) should increase women's participation in implementation and adopt cultural collectivism for women's psychological empowerment.

Research involving human subjects is prone to limitations. Like every other study, the time, location, sample demographics, capacity, or financial constraints can limit the applicability of research findings. The limitations of the present study are two folds: (i) the use of only one

type of participation out of the four suggested by Cohen and Uphoff's (1980) participation theory and collectivism out of the six dimensions of cultural value suggested by Hofstede's cultural value model, (ii) the selection of women in Zanzibar's tourism industry as the respondents. Other dimensions of participation such as benefits, decision-making, and evaluation were not included in this study which may trigger psychological empowerment in a different direction among Zanzibar women. The use of collectivism to operationalize cultural value also inhibits perceived intrinsic insights that would have been derived from other dimensions (term orientation, power distance, and others) of cultural value. More so, the choice of women in the Zanzibar tourism industry as the unit of analysis preempted more holistic views from women on the level of psychological empowerment and participation in implementation in Zanzibar. This could lead to the exaggeration of the levels of psychological empowerment and participation in implementation as those who are not engaged in the tourism industry are not sampled. Therefore, the study recommends that future studies should incorporate other types of participation and other dimensions of cultural value for an improved and more accurate prediction of psychological empowerment. Additionally, women who are not engaged in the tourism industry or those from other sectors should participate in future surveys to ensure a generic opinion from the respondents.

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