The Influence of Participative and Empowering Leadership Styles on the Employees Commitment to Service Quality

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Abstract: Leadership style plays an important role in influencing the employees of any organization and this research study is focused on three-star hotel employees in Thiruvananthapuram. "The Influence of participative and empowering leadership styles on employees' commitment to service quality," is the topic of assessment. The proposed study has the following objectives such as To analyze the impact of participative and empowering styles of leadership qualities on frontline employees' commitment to service quality; To assess the relationship among employees' shared customer-oriented values, employees' role clarity, employees' job satisfaction and employees' commitment to service quality; To analyze the mediating role of participative and empowering leadership styles on management's commitment to service quality and the employees' role clarity; Judgment sampling method was used and Krejcie and Morgan table was used to determine the sample size. The reliability analysis was performed to test the reliability of the constructs and the overall cronbach`s Alpha value was .810 which is much above the cut-off value of 0.7 Participative leadership style plays a significant mediating role between employees' job satisfaction and management s commitment to service quality and empowering leadership style did not play any mediating role with employee's job satisfaction. Even though earlier research studies have proved that participative leadership style is preferred style for hotel industry, this research has also proved that participative leadership style plays a mediating role between management and employees role clarity, shared values and job satisfaction, which in turn positively influences the Employees commitment to service quality.

Keywords: empowering, participative, leadership styles, service quality.

1. Introduction

An effective leader can be a mentor who motivates trains and moulds the employees to understand and synchronize with the management's vision and mission and thus adhere to and abide by commitment policies. Leadership style is also influenced by the nationality of the manager in cases when one is required to work with expatriates. According to Bass "45% to 65% of factors causing success or failure of any organization are dependent on its leaders, which is a reflection of the prowess of the Manager". A manager can make a business to grow or fail by sustaining loss and it purely depends on how he influences his employees by defining role clarity, guarantees job satisfaction by proper delegation, supervision, and setting the common goal of customer-oriented values to his employees. Employees are required to follow their manager's instructions at job by virtue of decorum and code of conduct but their motivation levels are raised and they become more enthusiastic on receipt of words of appreciation from their managers towards recognition of their efforts and good performance and this goes to only enhance their efforts to serve guests better and better for they are aware that a satisfied guest who leaves the hotel with a smile and a promise to return is what they earn for their Management. Hence it becomes imperative that the selection of Managers is done with utmost care and precision for the right leader will assure the best of results from his work force for he knows that he is as good as his team.

2. Problem Statement

As long as Humanity sustains and survives, so long will the existence of hospitality be and thus it is inevitable that proliferation of hotels will increase worldwide and it is an industry which not only involves huge investments, but also demands innovations to provide all sorts of comforts with improvement and variety to the guests who need to be pampered, their egos whetted and they be treated like Gods - no wonder it is rightly said "Athithi Devo Bhava- guest is like God. The management of the hotel is important since its vision and motto is the track on which the service provided by the employees will run to arrive at the destination of providing utmost satisfaction of the customers, which in turn is related to the growth of the business. Hotel industry involves huge investment and capital and to maintain and provide quality service that too in an atmosphere of stiff competition filled with rivalry, it is essential that the right pyramid structure beginning with the Management at the peak, the managers in the next rung supported by the employees in the next rungs is aptly structured and set. Managers are required to train the staff, motivate, and lead them to achieve the management goals, for which the managers need to follow the ideal style of leadership. Hence there is vital need to study and find the right style of leadership suitable for the hotel industry.

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3. Objectives of the Study

1. To analyze the impact of participative and empowering styles of leadership qualities on frontline employees' commitment to service quality.
2. To assess the relationship among employees' shared customer-oriented values, employees' role clarity, employees' job satisfaction and employees' commitment to service quality.

4. Literature Review

"Bell, C., and Mjoli, T. (2014) have predicted the effect of participative leadership on organizational commitment among two gender groups in banks". "The results have indicated that participative leadership has significant positive effect on total organizational commitment for both gender groups". "

Gundis, E. (2014) has studied the moderating effect of participative decision making in case of opportunity and threat and the results have indicated that there is strong moderating effect in information sharing and wide participation either in strategic decisions for opportunities or strategic decisions for threats". "

Signac, M. (2016) has studied the relationship between participative management and change oriented organizational citizenship and the results have shown that participative leadership affects subordinates' behavior by means of intrinsic motivation

Ismail, A et al (2010) have explored the link between participative and consultative leadership styles to organizational commitment as an antecedent of job satisfaction. "The results demonstrated that the ability of leaders to properly implement participative and consultative styles has motivated employees to be committed to their organization and this may lead to increased job satisfaction". "Further, this study confirms that organizational commitment acts as an important mediator in the leadership model of the organization studied.

"Ray Wu, Yeh fey, Mihai Tsai (2006) clarifies the relationship between manager's leadership style and organizational commitment in Taiwan's International Tourist Hotels". "The author has examined the impact of delegating, telling, participating and selling functions of leadership style". "This study confirms that the more, the managers belong to the selling, participating, and delegating leadership styles, the more organizational commitment the employees can have. In general, the 'participating' leadership attracts the most employee's commitment, whilst the 'telling' leadership, on the other hand, obtains the least".

"Slatten, T. et al (2011) have researched on empowering leadership and the influence of a humorous work climate on service employees' creativity and innovative behavior in frontline service jobs The results indicate that both empowering leadership and humorous work climate are correlated and supportive in the organizational development.

5. Research Methodology

A. Research Design

"The research design is the blue print for the collection, measurement, and analysis of data". The research activity on a time-based plan is the essence of research design. The research design helps the researcher in assigning the resources by posing crucial choices in methodology. There are two broad choices of study i.e., exploratory, and descriptive. The descriptive is a kind of research suitable for formalized studies which are structured with stated hypothesis. Descriptive research design was used for this study.

B. Sampling Method

Judgment sampling method was adopted for this study. "Judgment sampling is a non-probability sampling method and it occurs when elements selected for the sample are chosen by the judgment of the researcher".

C. Sample Size

The sample size was determined based on Krejcie and Morgan sampling adequacy table 1970. Data was collected from 100 front line employees and 50 managers from 3 three-star hotel in Thiruvananthapuram district.

D. Data Analysis

Reliability Analysis "Reliability is a measure of how consistently similar measures produce similar results" "Reliability of Instruments has two dimensions namely repeatability and internal consistency. Internal consistency refers to the ability of a scale item to correlate with other items in the scale that are intended to measure the same construct" Items measuring the same construct are expected to be positively correlated with each other. "Cronbach's Alpha is one of the commonly used measures of internal consistency". It considers the effect of each item in estimating the overall reliability.

Table 1
Reliability of constructs

Variables	No. of items	Cronbach's Alpha
Participative Leadership Style	4	0.746
Empowering Leadership Style	6	0.671
Management Commitment to Service Quality	8	0.833
Shared Values	6	0.83
Role Clarity Scale	12	0.896
Job Satisfaction Scale	5	0.646
Employee Commitment to Service Quality	9	0.88

According to Nunnally, "the value of Cronbach's Alpha is greater than 0.6 indicates that the instrument is reliable". According to Hair et al Cronbach's value near to 6.0 can be accepted, especially if the factor has only few items. The reliability statistics or Cronbach's Alpha for this study is 0.810 for 50 items, which is much above the cutoff value of 0.7. The values of Cronbach's Alpha are given below for all variables in Table 1. Fourteen hypotheses proposed to be tested shown in the above model. Boot strapping method is used to test the hypothesis, and the results are shown in Table 2.

Mediating effect of attitude on the relationship between independent and dependent Variable "The Mediating effect can be measured by calculating the change in dependent variable for every unit change in the independent variable that is

mediated by the mediator variable". "In the present study, Sobel's test was conducted to study the mediating effect of PLS and ELS on independent variable (MCSQ) and dependent variables (RC, SV, JS)." Before conducting Sobel's test, it is important to determine the un-standardized regression coefficient for the association between an independent variable and the mediator and the standard error. Similarly, the un-standardized coefficient was determined for the association between the mediator and the dependent variable and the standard error. Hence linear regression was performed to study the effect of independent variables on the mediator. Similarly, linear regressions were conducted with the dependent variable. "The regression coefficients and the standard error were used to calculate the Sobel's regression coefficient using Sobel's online calculator]". The results of the regression analysis and the mediation effect of PLS are discussed.

Table 2
Sobel's mediation test results –PLS

Path	Test static	P Value
MCSQ-PLS-RC	2.451	0.007*
MCSQ-PLS-JS	2.559	0.005*
MCSQ-PLS-SV	2.325	0.010*

Linear regression was first performed with RC as dependent variable and PLS as mediating variable and MCSQ as independent variable. The Sobel`s test result for PLSRC-MCSQ (Table 2) shows test statistic is 2.451 and p value is 0.007; since P the Sobel's test results indicate that Participative leadership style significantly influences role clarity of employees and plays mediating role between role clarity and MCSQ.

Linear regression was performed with JS as a dependent variable and PLS as mediating variable and MCSQ as the independent variable. The regression results indicate that JS influences the PLS. Sobel's t-test was conducted, and the result of significant test static is 2.559 and p-value is 0.005.

Linear regression was performed with SV as independent variable and PLS as dependent variable. The results of Sobel's t-test were significant with test static 2.325 and p-value is 0.010 (p<0.05). Hence test results indicate that participative leadership style significantly influences mediation role between management commitment to service quality and shared customer-oriented values.

Table 3
Sobels mediation test results - ELS

Mediation test T	Test static	P Value
MCSQ-PLS-RC	0.771	0.22
MCSQ-PLS-JS	1.473	0.070**
MCSQ-PLS-SV	1.857	0.031*

Linear regression was first performed with MCSQ as the independent variable and ELS as mediating variable and RC as the dependent variable to determine the un standardized co-efficient beta value and a standard error value. The regression results were not significant. Sobel's test was performed to test the mediating effect of ELS on RC and MCSQ. The results of the Sobel's test (z= 0.771; p=0.220) Next linear regression was

performed with job satisfaction of employee as the dependent variable and ELS as mediating variable to determine un standardized coefficient and standard error values to perform Sobel's test indicate that ELS does not influence role clarity.

The regression results were insignificant and the Sobel's test was performed to test the mediating effect of ELS on JS and MCSQ. The results of the Sobel's test (z=1.473; P=0.070) indicate that ELS has less significant mediating effect on JS and MCSQ at 0.1 level.

Next linear regression was performed with Shared values of employees as a dependent variable and ELS as mediating variable and MCSQ as independent variable to determine un standardized co-efficient and Std error values to perform Sobel`s test. The regression results were insignificant, and the Sobel's test was performed to test the mediating effect of ELS on SV and MCSQ. The results of the Sobel's test (z=1.857 p=0.031) indicate that ELS did produce significant mediating effect between SV and MCSQ.

6. Conclusion

The Management should promote a participative leadership and promote employee participation in important decision making of the management. Employees should be motivated with deserved increments, rewards, star of the month awards, appreciation certificates and recognition of a good effort even if it's the most mundane, conduct team building games and arrange for healthy interaction in venues outside of the hotel premises, nip the differences in the bud, non-biased, no favoritism, never encourage instigation of one against the other, reprimand at the right time in the appropriate manner, be empathetic towards small grievances, pardon when required, etc., which will certainly encourage them to put their best foot forward, work with full enthusiasm, work with zeal and conviction and an enterprising smile always. It is suggested that incorporating empowering techniques into management education programs that will infuse managers in involving employees into decision – making and using of their skill and ideas more at work place and never feel insecure that they will be usurped by their subordinates. The Manager must believe with conviction that he is as good as his team.

This study provides valuable inputs for the management of star hotels to follow the right managerial leadership. The objective of any hotel will be to delight their customers by providing the best facilities, food and services. The employees are the back bone of any organization and especially the frontline employee's interaction with the guests have a significant impact on the image perceptions of the hotel in the minds of the guest. This study underscores the major belief in the hotel Industry; that is, initiatives directed towards enhancing the hotel`s service quality begin with management. "The hotel manager`s leadership style plays a critical role in channeling the manager`s commitment to service quality to employees". "The results indicate that the main path of leadership lies in increasing the extent of shared values between hotel and its employees and only participative leadership style has influenced the employees to achieve it".

It is also to be noted that employees job satisfaction, role

clarity and shared values influence positively each other. Based on the results it is argued that Participative leadership is found to be more suitable in the present scenario, since management commitment to service quality is strongly associated with participative leadership style and also considerably associated with employee's commitment to service quality. It is to be noted that manager`s only consult their employees before taking important decisions and it is not necessary that they should implement their suggestions fully. It is left to the manager`s to decide based on the value of their employee`s inputs. But another point which implies is, if the employee's suggestions or inputs are repeatedly ignored or rejected, then it is less likely that the employees will share the hotels values.

Since hotel guests very rarely interact with the management directly, hotel's frontline employees play a prominent role in implementing the management's commitment to quality service and transforming the shared customer-oriented values of the management to delight the guests. It is found that there is positive relationship between employees' commitment to service quality and job satisfaction and role clarity, which means senior managers, should involve employees in decision-making process. In such cases the employees are found to have good job satisfaction, role clarity and share customer-oriented values. A participative leader only can transform his employees in to committed employees with shared values and provide good service quality to the guests.

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