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 Tamilnadu. “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; To assess the mediating role of participative and empowering leadership styles on management’s commitment to service quality and the employees’ shared customer oriented values and To access the mediating role of participative and empowering leadership styles on management’s commitment to service quality and the employees’ job satisfaction.

Based on the objectives fourteen hypotheses have been framed to test the significance of the influence of the leadership styles with employees’ job satisfaction, role clarity and shared customer oriented values. Two sets of questionnaires based on standard scales were used in the study, one for managers of the hotels and other for the front line employees of the hotel. The questionnaires were checked for validity by two experts from the Industry and to find any ambiguous items and found suitable and pilot study was conducted and few ambiguous items on scale were removed to make the questionnaire fit for analysis.

Data were collected from 309 employees and 196 managers of hotels and coded and analyzed using SPSS software. Judgment sampling method was used and Krejcie and Morgan table was used to determine the sample size. The data were tested for measures of central tendency like mean, standard deviation and skewness and kurtosis.
The values were found to be within the accepted limits and hence further statistical analysis was done. Shapiro Wilk’s test was performed to check if the sample of the population was normally distributed.

The results indicated the data were not normally distributed. Next 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 The data were tested for common method bias by performing Harman’s single factor test the results showed that there was only 20.45 % variance , which was much below the variance cut-off limit of 50% and hence proved that there was no common method bias.

Clark et al Leadership style model was used in this study and the model has 7 constructs and 50 items. Fourteen hypotheses were framed and smart PLS was used to test the hypothesis. Eleven hypotheses were accepted.

The variables were tested for convergent validity and discriminant validity. The constructs had Average Variance Extracted (AVE) above 0.5 which suggest of adequate convergent validity and AVE is greater than the square root of the correlation of other constructs exhibit discriminant validity. Thus the constructs involved in this study possess good psychometric properties. The theoretical model has good predictive power of 46% ($R^2$) which is sufficiently high in social science. The composite reliabilities (CR) for each construct ranged from 0.687 to 0.913, which almost exceeded the recommended value of 0.7. The predictive relevance (Q$^2$) the constructs was found above zero which confirms the predictive relevance for the constructs.

Boot strapping was performed to obtain the statistical significance of path coefficients using a t-test. The indirect and total effects were measured using smart PLS. The indirect effect results indicate that there is significant indirect influence with respect to Management commitment to service quality and Employees commitment to service quality, job satisfaction, role clarity and shared values. The total effects showed that Participative leadership style influences employees’ commitment to service quality, job satisfaction, role clarity and shared values also there was significant influence between management commitment to service quality and employees commitment to service quality, empowering leadership style and participative leadership style.
Next mediation analysis was conducted to test the mediating role of participative leadership style between management commitment to service quality and Employees’ role clarity, job satisfaction and shared values.

Using Sobel’s test and the results indicate there was significant mediation of participative leadership style with employees’ role clarity, job satisfaction and shared values and management commitment to service quality.

Similarly mediation analysis was performed to test the mediating role of empowering leadership and the results indicate that the empowering leadership style had mediating effect only on employees’ shared values and less significant effect on employee’s job satisfaction and did not mediate employees’ role clarity.

The findings of the research are (i) participative leadership style is found to be the more suitable style of leadership for Hotel managers since it has significant influence of employees role clarity, job satisfaction and shared values. (ii) There is a strong relationship between employees commitment to service quality and job satisfaction of employees. (iii) Empowering leadership style and participative leadership style both play a mediating role between employees’ role clarity and management’s commitment to service quality. (iv) Participative leadership style plays a more significant mediation role with employees shared customer oriented values when compared to empowering leadership which did not have significant mediation influence on employees. (v) 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.