CHAPTER 6

FINDINGS, CONCLUSION AND SUGGESTIONS

6.1 FINDINGS

The findings on the influence of participative and empowering leadership styles on employees’ commitment to service quality are presented below:

6.1.1 Findings of the frequency distribution analysis

1. Managers responses on improving the quality of organizations services were classified and found 59 % expressed as occasionally. So the majority of 89 % have responded positively.

2. Managers responses on discussing quality related issues with staff were classified and found 48 % responded as always. So the majority of 86 % managers have responded positively on this question.

3. Managers responses on explaining their employees to provide high quality service were classified and 58 % responded as always, which together constitutes 89 %. This is a good response for the hotels.

4. Managers responses on discussing quality related issues with people outside of their organization were classified and found 53 % responded as always, which together forms 92 % due to majority of preference.

5. Managers were classified based on their opinion towards number one priority of the organization should be high-quality service and found 52 % responded as always, which together constitutes 91 % due to majority of preference.
6. Managers responses on putting more efforts for organization were classified and found 54 % responded as always, which together constitutes 93 % due to majority preference.

7. Managers responses on their feeling of quality matches with organization were classified and found 58 % expressed as always and 17 % as often, which together constitutes 75% due to majority preference.

8. Managers responses on their care for quality of company’s services were classified and found 71 % expressed as always and 23 % as often, which together constitutes 94 % due to majority preference.

9. Managers responses on employees’ participation in decision making were classified and found 53 % as always and 42 % as often, which together constitutes 95 % due to majority preference.

10. Managers responses on employees’ freedom of speech were classified and found 58% responded as always and 17 % as often which together constitutes 75 % due to majority preference.

11. Managers responses on taking important decisions without involving employees were classified and found 58 % responded as never and 38 % as seldom which together accounts for 96 % due to majority preference.

12. Managers responses on taking a decision without asking employees option were classified and found 60 % responded as never. No one has said yes or often which denoted the clear stand taken by the managers on participative management.

13. Managers responses on allowing complete freedom to their employees were classified and found 63 % responded as never and 33 % as seldom, hence totally 96 % disagreed with the statement.
14. Managers responses on allowing employees to take their own judgment were classified and found that 50% responded as never; 34% as seldom and 13% as occasionally. So the majority of the responses are negative.

15. Managers response on allowing initiatives among employees response were classified and found 48% responded as often; 9% as occasionally and 4% expressed as always. So majority of them support the initiative of the employees.

16. Managers responses on assigning task to employees and let them do it were classified and found 70% responded as seldom and only 6% as occasionally. So majority of them have answered negatively.

17. Managers responses on if they will let loose on their employees were classified and found 71% responded as never and 24% as seldom, which together comes to 95% which is majority.

18. Managers responses towards trusting employees on exercise good judgment were classified and found 49% responded as never; 35% as seldom and only 12% responded as occasionally.

6.1.2 Findings of descriptive statistics

19. Skewness values of a majority of the items are found to be normal. The value for Univariate skewness in most cases is close to 0.6 and therefore much below the thumb rule of “below 1”.

20. The value of kurtosis is found to be within +2 to -1 in some cases, which confirms non-normal univariate distribution.

21. The reliability statistics or Cronbach’s alpha for this study is .810 for 50 items, which is much above the cut-off value of 0.7. This confirms the reliability of items.
22. The study had 20.4% overall variance which is much below the minimum of 50 per cent, and these suggest that there is no threat of common method variance.

23. The convergent validity of the variables was measured calculating factor loadings for the manifest variables. Manifest variables with outer loading 0.7 or higher are considered highly satisfactory, Manifest variable with a factor loading of 0.4 are acceptable. In most cases the values were wound around .6 to above .7 and hence validated.

24. “In PLS, the most important criteria for adequate discriminant validity is a construct should share more variance with its items than it should share with other constructs in a given model[195].” “The inter-construct correlations also show that each construct shares larger variance with its own measures than with other measures. Overall the measurement model has proved sufficient discriminant validity[196]”

25. “The Composite reliability (CR) for each construct ranged between 0.687 to 0.913, which almost crossed the suggested value of 0.7[181]”

26. “The indirect and total effects were obtained by using Smart PLS and the 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.[190]” Similarly significant indirect influence has been noticed with respect of Participative leadership style and employees commitment to service quality, job satisfaction and shared values. There was no indirect influence with respect of empowering leadership style and employees job satisfaction, role clarity and shared values. “The total effects show that there is significant influence between management commitment to service quality and Employees commitment to service quality, Empowering leadership style, participative leadership style, job satisfaction, role clarity and shared values.[162]” Participative leadership style is found to influence employees’ commitment to service quality, job satisfaction, role clarity and
shared values. There is also significant impact on Employees commitment to service quality and role clarity, shared values and job satisfaction of the employees.

27. Mediating effect of attitude on the relationship between independent and dependent variable was measured conducting sobel’s test. “The test results indicate that Participative leadership style significantly influences mediation role between Management commitment to service quality and employees job satisfaction, role clarity and shared values.” Similarly the test was conducted for the finding the mediating effect of Empowering leadership style and the results indicated that ELS had significant mediating effect with shared values of employees and MCSC only.
6.2 CONCLUSIONS

6.2.1 Outcome of the research

This research study was conducted with five main objectives and the findings are discussed below:

- Participative leadership style has a favorable positive impact on the front line employees’ commitment to service quality as per the first objective, which is proved in the hypothesis H-8 (accepted) and significant beta values. Management commitment to service quality is complimented by and positively associated with participative leadership style, which is proven with the hypothesis H7. “This shows that Hotel managers who are committed to service quality may be more interested to involve employees’ participation in management decisions as they believe that an employee involved in decision making will voluntarily desire that the outcome of his/her decision be fruitful and thus will channelize the thought process to achieve the same”. At the same time, empowering leadership style has not been effective enough to influence Management commitment to service quality. Rejection of hypothesis H1 proves the same.

- Regarding the second objective, the results indicate that there is a strong relationship/bonding between Employees’ commitment to service quality and job satisfaction; H5 (the beta values were significant) which denotes that a satisfied employee will have commitment to service quality at job, for he is aware that the positive outcome of his contribution is the mirror reflection of his unbiased efforts rendered with not only conviction but also passion of serving the other thus making the other happy.

- Employees’ job satisfaction is positively related with employees’ role clarity which not only clarifies job functions on an ethical work platform thus doing
away with confusions and nitty-gritty’s but also unfurls a shared value of customers. The other finding is that employees’ role clarity is positively associated with customer-oriented shared values. This is proved in hypothesis such as H11, H12, H13 and H14.

- Regarding the third objective, it is found through Sobel’s mediation test that both Participative and Empowering leadership styles play a mediating role between management commitment to service quality and Employees’ role clarity. This is also supported by the hypothesis H3 and H10 which has been accepted.

- Regarding the fourth objective, it is proven through Sobel’s mediation test that both participative and empowering leadership styles play a mediating role between management commitment to service quality and Employees’ shared customer-oriented values. Hypothesis H11 acceptance supports the influence between Participative leadership style and Employees’ shared customer-oriented values. Empowering leadership style creates a mild mediating role and rejection of hypothesis H4 confirms the same.

- Regarding the fifth objective, participative leadership style plays a significant mediating role between Management commitment to service quality and Employees’ job satisfaction. Hypothesis H9 also supports the relationship between Participative leadership style and Employees’ job satisfaction. Meanwhile, empowering leadership style does not create any mediating role between Management commitment to service quality and Employees’ job satisfaction. This is also supported by the hypothesis H2 being rejected.

- Significant indirect influence has been noticed with respect of Participative leadership style and employees commitment to service quality, job satisfaction
and shared values. There was no indirect influence with respect of empowering leadership style.

- Based on the objectives fourteen hypotheses were framed and tested statistically and eleven hypotheses were accepted. Let us discuss all the results below:

- **H1** - Empowering leadership style is associated with employees` commitment to service quality.

  The first hypothesis has been rejected as per the test results since empowering leadership did not produce significant T and p values, so we come to a conclusion that empowering leadership does not have impact on employees commitment to service quality.

- **H2** – Empowering leadership style is associated with employees job satisfaction.

  This hypothesis also has been rejected as per test results since empowering leadership style did not produce any significant t and p values. Hence we conclude that empowering leadership did not influence employees job satisfaction. This is based on the response of the frontline employees of the hotels.

- **H3** – Empowering leadership style is associated with employees role clarity.

  This hypothesis has been accepted as per the test results. This ascertains the fact that an employee who has full autonomy at work will have a clarity on what to do, since he is working on his own. Empowering leaders carve the congenial and suitable platform and ambience for their employees to excel in their performance by putting the best foot forward. Since the involvement of the managers in every step of the operation is minimized while the ownness and responsibility of each individual of the team are enhanced and thus results in outstanding deliverance [34].
> **H4** - Empowering leadership style is associated with shared customer oriented values of frontline employees.

This hypothesis is rejected as per the test results, since empowering leadership style did not produce significant t and p values. Hence we can conclude that under empowering leadership style does not influence employees shared customer oriented values.

> **H5** - Job satisfaction is associated with employees commitment to service quality.

This hypothesis has been accepted, which means that an employee who is satisfied with his job will have commitment to provide quality service to his customers. “The employees with positive vibes and attitude and temperament about the organization tend to execute the organization’s customer oriented mission in an unbiased exemplified manner [3].”

> **H6** - Management commitment to service quality is associated with empowering leadership style.

This hypothesis has been accepted as per test results. “The results confirm that there is a positive relationship between management commitment to service quality and empowering leadership style. Due to its transformational nature, the hotel managers who are committed to service quality is likely to employ an empowering style of leadership to increase the employees commitment. [35]”

> **H7** - “Management commitment to service quality is associated with participative leadership style.”
This hypothesis has been accepted as per test results. This confirms the belief that participative leadership ensures the positive implementation of management commitment to service quality with their employees.

- **H8** – “Participative leadership style is associated with employees commitment to service quality”.

This hypothesis has been accepted as per test results. This reiterates the belief that the employees working under a participative leader will have commitment to provide quality service to their guests. “A participative leader invites the input of employees and strives for consensus [14, 37]”. “As a result of which, employees will adopt the manager’s orientation to service quality.[37]”

- **H9** - “Participative leadership style is associated with employees job satisfaction.”

This hypothesis also has been accepted. This ensures the belief that the employees working under a participative leader will have job satisfaction.

- **H10** - Participative leadership style is associated with employees role clarity.

This hypothesis has been accepted as per test results, which means employees working under a participative leader will have role clarity in job because of clear understanding with his manager.

- **H11** – “Participative leadership style is associated with shared customer oriented values of employees.”

This hypothesis is also accepted as per test results, which means employess working under a participative leader will share the customer oriented values positively. This style of participative leadership brings together employees and managers in line with their thought process on organizational values and employees values. This makes them feel happy that their ides are being given importance by the management.

- **H12** - Role clarity is associated with employees job satisfaction.

This hypothesis is accepted as per test results. The results show that
employee’s having role clarity in their job will also be satisfied in their job.

- **H13** - Role clarity is associated with shared values of customers.
  This hypothesis is accepted as per test results. This indicates that employees having role clarity will have a positive influence on shared values.

- **H14** – Shared value is associated with employees job satisfaction.
  This hypothesis is accepted and it implies that employees having shared customer oriented values will be satisfied in their job. “Employees who share the hotel’s values tend to be more satisfied with their jobs and exhibit greater commitment at work [23].”

- The results indicate that leadership styles have a role in translating management’s service-quality commitment to employee’s job activities. On a five point likert scale questions were asked to manager’s and employees of the hotels and based on their responses the data was analysed.[203]

- “It was inferred that management commitment to service quality is positively associated and yielding prolific results with participative leadership style, and the same has been authenticated with the hypothesis H4.” This demonstrates that Hotel Managers who are committed to excelling in service quality may be more inclined to involve employee’s participation in management decisions. It was also found that only participative leadership style influenced employees’ commitment to service quality and empowering leadership style did not influence employees’ commitment to service quality. Sai.T and Mei hui [204] have substantiated that participative leadership can only bring more organizational commitment from cadre. Bell.C and Mjoli.T, [100] have found through their research that participative leadership style has significant positive effect on total organizational commitment on both gender groups of employees. Dolatabadi and
M.Safa [94] have proved that participative leadership style has positive effect on employees’ commitment, shared values and role clarity. Hence I would like to categorically state with emphasis that participative leadership style can only influence the employees’ commitment to service quality.

The final conclusion is that participative leadership style plays a mediating role in building a plasma of understanding, helps focus on the same vision between management commitment to service quality and employees’ commitment to service quality, helps to expand a canopy of uniformity of flow of work towards the same goal. Participative leadership is found to be the preferred style of leadership by employees of the hotel, which motivates them to perform better and brings in more organizational commitment as proven by Hermalin, Sagnak and Shagholi [79-12-89]. “Participative leadership style is found to strongly influence more on employees’ commitment to service quality by direct influence of shared values and role clarity and indirect influence on job satisfaction of employees.[84]” This has been proved by Kim.S, Huey Yiing,& Likert [84-85-205]. “Even though earlier research studies have proved that participative leadership style is preferred style for hotel industry, this study has newly found that participative leadership style also plays a positive mediating role between management commitment and employees role clarity, shared values and job satisfaction, which in turn positively influences the Employees commitment to service quality[205].”

“Comparatively Empowering leadership style plays mediating role only with shared values and influences only role clarity of employees and Management commitment to service quality, which is proved in hypothesis H3 and H6, Whereas participative leadership directly and positively influences employees role clarity, shared values and job satisfaction”. Also empowering leadership is suitable only for certain employees with high commitment and experience in their job who can be trusted. Hence based on this study it is concluded that participative leadership style is found to be more congenial style of leadership for the hotel Industry than empowering style of leadership.
6.3 Theory testing

The data were tested for reliability, discriminant and convergent validity and it satisfied all the standard statistical norms. The data was found to be multi-variate non-normal; this was inferred using kurtosis analysis which showed some items were above normal values. Hence the study proposed PLS-Sem which is proven suitable for non-normal data. The PLS bootstrap algorithm was estimated with 5000 bootstrap samples and all the paths were found to be significant.

The conceptual model was found to fit the study analysis which has analyzed all statistical aspects of the constructs and items, which has provided the clear results.

The mediation analysis has also been done using Sobel’s test and the mediation effect of participative and empowering leadership styles have been showcased. The results have shown that participative leadership style is most suitable for hotel managers and can motivate the employees to perform better to achieve organization goals.

6.4 Practical Implications

6.4.1 Implications to Hotel Managers

Based on the findings of this research it is suggested to Hotel Managers that involving hotel employees in important decisions will certainly improve the employees’ commitment to the organization, enhance work prowess, increase confidence and efficiency levels, purify and ease out work ambience because of clarity and unison in goal, and thus create a sense of belonging and finally motivating them in rendering unparalleled quality service to the customers as if they were guests at their own homes. Adapting a participative style of management will be ideal for the hotel industry.
6.4.2 Implications to Hotel Employees

Employees should consider the hotel as their own organization and put all efforts whole heartedly, earnestly, be full of conviction and commitment, never compromise on standards, never get carried away by false inference and short term success, never for once should believe that success is on individual’s performance.

Employees should perform their duty in such a manner which satisfies the customers and thus also the management. They have the freedom and open arena to express suggestions or innovative productive ideas based on various situations and self and individual analysis for improvement of the services and share the same with their managers.

6.4.3 Implications to Hotel owners / promoters

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.
6.4.4 Management Implications

This research 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 backbone of any organization and especially the frontline employees 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[84]”. “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 employees 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 employees 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.

6.5 Limitations

The research study has been conducted based on judgment sampling method it has its own limitations when compared to probability sampling method. Other categories such as four-star, five-star hotels were not included in this study. The outcome cannot be generalized for all star hotels since the type of staff and guests and management policies vary according to the star category of the hotel. This research is a cross sectional study, it has its own limitations as compared to longitudinal research.

Further, similar studies can be conducted in 4 and 5 star hotels to check the influence of leadership styles on employees, influence of employees training program and assessment of factors influencing employees job satisfaction.

6.6 Recommendations for future research

Since hotel industry is booming all over the world and involves huge capital investment, it is imperative to find the right managers and employees to run the hotel. This study has been conducted in three-star hotels in Tamilnadu; the same study can be extended to four-star and five-star hotels across others states also to find out the preference for leadership styles among employees. Future research can also be focused on the influence of various leadership styles on employee’s job satisfaction, since studies on this subject is less in India and also, only if the employees are happy with their job we can expect more commitment and quality service.