CHAPTER 2

REVIEW OF LITERATURE

2.1 Importance of leadership styles

“Research has demonstrated that a manager’s leadership style has a tremendous influence on employee’s behavior, including their adoption of the firm’s strategic and marketing aspects particularly those relating to customer service” [14].

“The leadership comprises of three important factors such as influencing others to behave in a particular way, working with people as a group and guiding the group members in the direction of goal achievement[15]”. “Hotel managers can influence employees’ commitment towards service quality, by demonstrating the method and practices themselves [3]”. While the leadership style can tap the potential of the employee’s determination to improve the service quality, the managers should themselves adapt to the ideal leadership style so as to influence their employees.

While different leadership styles have the ability to influence the employees in a variety of ways, the identifying the right leadership style remains a monumental task. Employees’ job satisfaction in a hotel depends purely on the managerial leadership style which influences their job performance to a greater extent.

“Contrary to the directive leadership, participative leadership involves, consulting with subordinates and considering their opinions and suggestions before the manager makes any
decision “[17]. “It is associated with consensus, consultation, delegation and involvement [18].”

“Empowerment Leadership is defined as a process where employees are provided with the necessary authority and autonomy to exercise a larger control over the decisions which is being taken in the workplace [19].”

2.2 Review of Leadership styles

The popular leadership styles followed in hospitality industry are transactional leadership, transformational leadership, directive leadership, participative leadership and empowering leadership. In this directive leadership has become almost obsolete and most popularly followed in Indian hotels are empowering and participative leadership style.

2.2.1 Review on Transformational and transactional leadership styles

The transactional and transformational leadership styles are followed in some foreign countries and other industries in our country. "Extending on the work of Burns [41], who was one of the first theorists to distinguish between transactional and transformational leadership." “Bass and his colleagues [42,43] have developed a comprehensive model of these two forms of leadership. In its present form, the model consists of three transactional leadership dimensions and five transformational leadership dimensions [44].” “Transactional leaders are said to focus on the present rather than the future and make use of organizational rewards and punishment to influence subordinates.[45]” “The three transactional leadership factors specifically delineated in Bass' model are contingent reward leadership, management by exception (active) and management by exception (passive)[42].” “In contrast to transactional leaders, followers transformational leaders are said
to focus on the future and inspire to sacrifice self interest for the achievement of organizational goals. [46].” “Bass [42] describes five transformational leadership dimensions: idealized influence (attributed) idealized influence (behavior); inspirational motivation; intellectual stimulation; and individualized consideration.”

“Detelin S. Elenkov (2002) reveals the effects of leadership on organizational performance by his study conducted among Russian companies [47]”. The study was conducted on the impact of transformational and transactional leadership on organizational performance. “The results demonstrated that transformational leadership directly and positively predicted the organizational performance of Russian companies over and beyond the impact of transactional leadership [47]”.

“McColl-Kennedy, J. R., and Anderson, R. D. (2002) have researched on the impact of leadership style and emotions on subordinate performance”. “The findings show that transformational leadership has a significant direct influence on frustration and optimism, with the negative influence of frustration having a stronger effect on performance than the positive influence of optimism [48]”.

“Hayward, Brett Anthony (2005) has studied the relationship among employees’ performance, leadership and emotional intelligence in a South African organization [49]”. The findings reveal that a strong significant linear relationship prevails between emotional intelligence and transformational leadership in the parastatal organization.

Qadar Bakhsh Baloch Nazim Ali (2010) reveals about the measurement of employees commitment as the outcome of transformational and transactional leadership styles [50]. The author has utilized multi-factional leadership questionnaire and organizational commitment questionnaire to collect data. Peshawar study findings denote that multiple regressions
indicated the transactional leadership had 31% impact on employees’ commitment, and transformational leadership had 49% impact on employee’s commitment.

“Caixiaomei and Long Maqing (2012) clarify the effects of leadership style on employees’ job satisfaction in high star rated hotels [51]”. The authors have examined the impact of leadership style on employees’ job satisfaction by using ‘SPSS’ and ‘SEM’ tools. The results show that both transformational and transactional leadership styles are positively related to staff job satisfaction in high star-rated hotels.

“Abomeh, Ofobruku Sylvester (2013) have studied the leadership style among hospitality business in Abuja, Nigeria and explored that all leadership styles do not have equal effects on the performance of hospitality business and some have more positive effects than the other[52]”. “They have concluded that transformational leadership style is the most effective and efficient for hospitality business[52]”.

“Chen, W. J. (2013) has studied the factors influencing the internal service quality at International tourist hotels”. “The findings reveal that bureaucratic organizational culture and transformational leadership exert the greatest influence on the internal service quality [53]”.

“Quintana, T. A., Park, S., and Cabrera, Y. A. (2015) have studied the effects of transformational, transactional, and non-transactional leadership on hotel employees’ outcomes including extra effort, perceived efficiency, and satisfaction with managers”. “The results of this study indicate that idealized attributes of transformational leadership and contingent reward from transactional leadership are the most important factors that positively affect all three outcomes (i.e., extra effort, perceived efficiency, and satisfaction) [54].”
“Luo Zhenpeng (2014) in his research on the process of leadership from leadership styles to subordinates attitudes and behaviors in the hospitality industry has discovered that transformational leadership is the most suitable style for the managers of hotels in China [55].

“Cho.M.S (2004) has studied the relationship among leadership style, empowerment and organizational commitment in the hotel business”. The results of the correlation analysis indicate that transformational leadership was positively related to empowerment and organizational commitment, and empowerment and organizational commitment were highly related [56].

Yıldız, Sebahattin (2014) have conducted a research on the effect of leadership and innovativeness on business performance. “The results have revealed that both transactional and transformational leadership style and innovativeness have positive effect on business performance [57].”

2.2.2 Review on Empowering leadership styles

Sparrowe Raymond T (1994) has explored the antecedents and outcomes of empowering leadership style in hospitality industry and his findings reveal that psychological empowerment among hospitality employees is worthwhile which will increase job satisfaction among employees and job turnover will decrease. He has explored on Employee empowerment in hospitality industry with study on antecedents and outcomes. The results reveal that employees feel more satisfied with their empowerment and also their intention of leaving job will also decrease [58].

“Anastassova, L., and Purcell, K. (1995) have analyzed the human resource management from command to empowerment in Bulgarian hotel industry.” “The results reveal that culturally entrenched custom and practice presents formidable obstacles to change, but that
the transition to privatization, sensitively handled, could provide the catharsis required to enable the industry to move into new markets [59].

Michael D Hartline and OC Ferrell (1996) discuss the role of managers in empowering employees to provide better quality service [3]. The authors have tested the model of employee service management, which investigates the constructs simultaneously across three interfaces of service delivery path. The findings indicate that managers who are committed to service quality will mostly empower their employees and use behavioral based evaluation.

Konczak, L et al (2000) have published an article titled, “defining and measuring empowering leader behaviors: development of an upward feedback instrument.” “The authors have found in the results that psychological empowerment of employees mediated the relationship between six dimensions of empowering leader behavior and two outcome variables, job satisfaction and organizational commitment[60].”

Yagil, D., and Gal, I. (2002) have examined the role of organizational service climate in generating control and empowerment among workers and customers. “The results have indicated that Service climate was found to have a positive effect on empowering leadership behaviors of the service worker's supervisor which, in turn, enhance the service worker's sense of empowerment [61].”

Kazlauskaite R et al (2006) examined the employee commitment in the hospitality industry in Lithuania since there was more employee turnover there. The research findings indicate that organizational commitment and organizational empowerment have strong correlation which suggests that empowerment of employees can increase organizational commitment [62].
Littrell, R. F. (2007) has examined the hotel employee’s preference for empowering leadership style in China hotels. “The results have revealed a positive attitude towards employee empowerment on the part of supervisor-level employees, with a lower, but still positive opinion of the practice exhibited by higher-level managers [63].”

“Ronald A Clark et al. (2009) clarify the effects of leadership style on hotel employees’ commitment to service quality [7].” The primary aim of this study is to find how the individual unit manager’s style of leadership influences the employees to perform their job. “The findings suggest that higher levels of management commitment to service quality were associated with an increase in the use of both participative and empowering leadership.[7]” This result indicates that hotel managers who have more commitment to service quality will empower their employees.

“Ayupp, K., and Chung, T. H. (2010) have studied the employee perspective of Empowerment in hotel industry and the results suggest that In order to ensure that the employees feel empowered, factors such as communication, coaching, participation, training and reward should be given due attention by the management[64].”

“Slåtten, 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.[65]” The results indicate that both empowering leadership and humorous work climate are correlated and supportive in the organizational development [65].

Pelit, E et al (2011) have presented the effects of employee empowerment on employee job satisfaction in Turkey hotels. “The results have revealed that psychological and behavioral empowerment has a significant effect on job satisfaction, and the effect is much greater when psychological and behavioral empowerment is taken as a whole. [66].”
Erkutlu, H., and Chafra, (2012) have studied the empowering leadership and work engagement, the role of self-efficacy and identification with the leader. “The results revealed that empowering leadership was positively and significantly related to follower work engagement and this relationship was fully mediated by employees’ self-efficacy and identification with the leader. [67]”.

Raub, S., and Robert, C. (2013) have studied the influence empowerment leadership in a multi-national hotel and “Results suggest that psychological empowerment mediates the relationship between empowering leadership and both organizational commitment and voice behavior[68]”.

“Erkutlu, H., and Chafra, J. (2015) have also studied on empowering leadership and organizational job embeddedness and the moderating role of task interdependence and organizational politics”. “The results show that empowering leadership is positively correlated with employee’s organizational job embeddedness [69].”

Rolková, M., and Farkašová, V. (2015) explored the features of participative management style and found that “empowerment of employees is not on high level and the companies should consider including employee empowerment techniques as components of management development programs[70]”.

2.2.3 Review of participative style of leadership

“Stogdill, R. M., and Shartle, C. L. (1948) have researched on methods for determining patterns for leadership behavior in relation to organization structure and objectives”. The results show that the persons working in group oriented work in an organization tend to follow a pattern of consultative or participative style of leadership. Different patterns for leadership are suggested [71].
Dutton, B. G. (1973) has conducted a research on staff management and staff participation and the results suggest that managers are the ones who represent the management and employee participation is necessary in order to achieve management objectives and goals [72].

“Latham, G. P., and Yukl, G. A. (1976) evaluated the effects of assigned and participative goal setting on performance and job satisfaction among a group of employees and they found that there was significant improvement in the performance but less job satisfaction [73].”

Kelly, J., and Khozan, K. (1980) have conducted a study on, “participative management: can it work?” The results show that employee participation in decision making definitely improves their work performance and involvement, but it does not increase their job satisfaction, because they expect more compensatory benefits for their additional work [74].

Keegan, B. M. (1982) has examined the managerial leadership in the hospitality industry under the new work aesthetic and found supportive and participative leadership are good for the industry in improving the overall service and hospitality environment [75].

Marchant, M. P. (1982) has explored the relation between participatory management, job satisfaction and service. The author argues that staffs who are involved in the participative management are found to have more job satisfaction and exhibit good job performance also [76]. “This study has been conducted to measure the influence of hotel managements’ ethical leadership practice on middle manager’s job satisfaction and affective commitment; which can, in turn influence the manager’s behavioral outcomes[76].” The results show that executives’ ethical leadership is positively related to their middle level managers’ job
satisfaction and their effective organizational commitment, and their extra effort is also positively related to organizational competitive performance.

Boella, M. J. (1986) has conducted a review on personnel management in private sector hotels in Britain and he suggests that management decision making process in hotels need to be shared with employees also [77].

Worsfold, P. (1989) research on leadership and managerial effectiveness in the hospitality industry suggests the need to adopt more participative style of leadership for the effective functioning of the organization which has been supported by several studies.[78]

Hermalin, B. E. (1998) has explored the leadership within organizations and his findings suggest that a leader can influence his followers to follow him or her by his supportive and participative leadership qualities and empathy towards employee

d [79].

“Jacqueline, A. M. (1999) has assessed the employee participation and assessment of an organizational change intervention with a three-way study of total quality management in UK hotels”. The results indicate that supervisory participatory style is positively related to employee participation [80].

“VanYperen, N.W., Berg, A.E., and Willering, M.C. (1999) have studied the link between participation in decision making and organization citizenship behavior”. The findings indicate that employees’ participation in decision making promotes a sense of supervisory support to them, which makes employee’s exhibit more organizational citizenship behavior [81].
Lichtenstein, A. A. (2000) has studied about the dimensions of participative management. The findings state that participative management style is good for an organization, but it is complex and has to be used with restriction, since all staff does not have ability to take decisions [82].

Connell, J. (2001). Has studied on growing the right skills through five star management. The study focused on finding the effect of management style on employee skill utilization. The results revealed that where managers possess strong interpersonal skills and adopt consultative, participative styles of management, there was apparently a beneficial effect on employee skill utilization, regardless of the industry [83].

Kim.S (2002) has in his article “the relationship between Participative management and job satisfaction : lessons for management leadership stated that managers' use of a participative management style and employees' perceptions of participative strategic planning processes are positively associated with high levels of job satisfaction[84]”.

“Rty Wu, Yehh fey, Meihui tsai (2006) clarifies the relationship between manager’s leadership style and organizational commitment in Taiwan’s International Tourist Hotels [85]”. “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 commitment, whilst the ‘telling’ leadership, on the other hand, obtains the least [85]”.

“Mukhles Al-Ababneh (2006) shows the influence of managerial leadership style on employees’ job satisfaction in Jordanian Resort hotels [86]”. The author explains the relationship between the manager’s demographic profile and employee’s job satisfaction.
This study confirms the preference of democratic leadership style by the majority of managers, but the intensity of style varies according to the directors’ demographic profile.

“Huey Yiing, L., and Zaman Bin Ahmad, K. (2009) have done a complex study on relationship between organizational culture, leadership behavior and organizational commitment and job satisfaction[87]”. The results indicated that only a participative style influenced employees’ commitment and job satisfaction [87].

Mc Gregor (2006) proposed an X and Y theory of leadership in which X type manger believes in directive style of management and Y style manager believes in participative style of management[36].

“Somech, A. (2006) has studied the effects of leadership style and team process on performance and innovation in functionally heterogeneous teams”. “Participative and directive styles of leadership were analyzed for their influence on employees and the results showed that participative leadership style had more positive influence than directive style on team reflection, which in turn fostered team innovation, but however the leadership style decreases team-in role performance[88].”

“Shagholi, R et al (2010) have conducted a research on participative management style for organizational commitment for present and future”. “The results there is a strong evidence to show that, from teachers’ perspectives, when managers promote a higher level of participative management, then teachers tend to have a higher level of Organizational commitment.[89]”.

“Huang, X et al (2010) have explored to find if participative leadership enhances work performance by inducing empowerment or trust? They examined the differential effects on managerial and non-managerial subordinates.” The results confirmed the positive impact of participative leadership on all employees [90].
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 [91]”.

“Ispas, A. (2010) has studied the General considerations on leadership in the hospitality industry: Conceptual analysis and practical studies and found that participative leadership is the ideal form to be followed by managers [92]”.

“Ogbeide, G. C. A., and Harrington, R. J. (2011) have examined the relationship among participative management style, strategy implementation success and financial performance in food service industry”. “The results indicate that the longer-term impact on financial performance, higher participative approaches used by top management and frontline staff were significantly associated with higher overall profits and financial success [93]”.

“Rezaei Dolatabadi and Safa (2011) clarify the effect of the directive and participative leadership style on employees’ commitment to service quality [94]”. The authors have studied the influence of directive and participative leadership style influence of bank employees using Clark’s model. Findings of the study reveal that participative leadership has a direct influence on Shared Values and ECSQ, but this leadership style does not create any influence on Employees’ role clarity.

Parnell, J. A et al (2012) have published an article titled, “Propensity for participative decision making” in which they have analyzed the usage of participative style
leadership among Turkish and USA Hotel Managers and their impact. The results revealed that Turkish managers found to use more of participative management style and its impact on employees’ performance was found to be more positive [95].

“Karatepe, O. M. (2012) has conducted a study on relation between perceived organization support, career satisfaction and performance outcomes among hotel employees in Camoroon”. “The results indicated that perceived organizational support influenced service recovery performance and job performance only through job satisfaction. It also suggests that Managers should make employees participate in decision making that may affect service delivery process [96]”.

Araújo, M. R et al (2013) have explored the preference for leadership type by a study in a hospitality industry company in Sergipe. Portugal. The study was conducted based on path-goal theory and identified four types of leadership and with objective to identify the right style of leadership. The results showed that the preferred leadership style was supportive and participative style [97].

“Danish et al (2013) have studied the effect of knowledge sharing, participative decision making and transformational leadership on organizational performance and the results indicated that the managers allowing their employees to take part in the decision making positively affect their administrative power, which eventually leads to organizational effectiveness.” “According to this study results, four factors are of great importance in Manager’s propensities for participative decision making which are having credence that participation is very valuable, having view that participation greatly affects the manager’s power, organizational culture and a sense of true dedication in participative decision making[98]”.
“Al-Ababneh, Mukhles (2013) reveals on the leadership style of managers in five-star hotels and its impact on employee’s job satisfaction [99]”. The author has examined the influence of democratic and Lassie Faire leadership style on employees job satisfaction. Interestingly, both styles of leadership were found to have significant positive influence on employee’s job satisfaction. “The findings showed that the dominant leadership style was democratic, and employees were moderately satisfied with their job. This implies that democratic leadership is deemed suitable for managing hotels.[99]”

“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 [100]”.

“Gündüz, 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 [101]”.

“Sagnak, 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 [102]”.
2.2.4 Relationship between other constructs

Stogdill, R. M. (1948) He is considered the father of leadership research and his article on leadership, membership and organization clearly explains on these three aspects and organization consists of employees who are assigned different tasks and are asked to work in groups to achieve a common goal and leadership is a phenomenon of an organization and not groups. Further it states that leadership must be viewed on how it influences the organization and not on group activity [103].

Locke, E. A. (1969) has studied the attributes on job satisfaction of employees in detail using a conceptual approach and argues that his findings are in contrast with previous findings and says that value, emotion and appraisal are important factors which influence the employee job satisfaction [104].

“Tannenbaum, R., and Schmidt, W. H. (1973) has conducted a detailed research on how to choose a leadership pattern?, They have analyzed in detail on all types of leadership and suggested the mode of choosing the right leadership style according to the type of organization structure[105]”.

Mowday, R. T., Porter, L. W., and Steers, R. (1979) have studied in depth how to measure Organization commitment, for which they developed Organization commitment questionnaire(OCQ) which collects all details about the employees attitudes towards work and its statistically analyzed to get results. His scale of measure has been recognized worldwide among research community. The study explains the organizational commitment measurement technique [106].

“Glisson, C., and Durick, M. (1988) have postulated the predictors of job satisfaction and organizational commitment in human service organizations”. “The results exhibit that
job satisfaction and organizational commitment are each affected by a unique hierarchy of predictors”. “Results show that two job characteristics, role ambiguity and skill variety are predictors of job satisfaction, While two organization characteristics, leadership and organization’s age are the best predictors of commitment [107].”

“Meyer, J.P et al (1989) have examined the relationship between Organizational commitment and job performance among managers of hotel and the findings indicate that the affective commitment correlated positively with their job performance [108].”

Deshpande, R., and Webster Jr, F. E. (1989) have done a research on Organization culture and marketing and have revealed that there is positive relationship between organizational culture and marketing [109].

“Hinkin, T. R., and Schriesheim, C. A. (1989) conducted a research on development of new scales to measure the French and raven bases of social power”. “The results from a multistep, three-sample study that designed measures of reward, coercive, legitimate, expert, and referent power that are conceptually consistent with respect to the source of power [110].”

“Meyer, J. P., and Allen, N. J. (1991) have explored the organizational commitment of employees based on three components namely desire (affective commitment), a need (continuance commitment), and an obligation (normative commitment) to maintain employment in an organization”. The results show that the employee’s job performance is best with more of affective commitment [111].

“Barrick, Murray R., and Michael K. Mount (1991) have researched on five big personality dimensions and job performance”. “This study investigated the relation of the “Big Five” personality dimensions namely, extraversion, emotional Stability, agreeableness,
conscientiousness, and openness to experience to three job performance criteria’s namely job proficiency, training proficiency, and personnel data for five occupational groups (professionals, police, managers, sales, and skilled/semi-skilled)[112]. “Results indicated that one dimension of personality, Conscientiousness, showed consistent relations with all job performance criteria for all the occupational groups. For the remaining personality dimensions, the real score correlations varied by according to the occupational group and criterion type. [112].”

Zeffane, R. (1994) has examined the relation between organization commitment and perceived management style in both public and private sector companies in Australia.

“The operational concept of management style used in the study was found to incorporate four sub dimensions: (factor 1) the degree of emphasis on flexibility and adaptation; (factor 2) the degree of emphasis on rules and regulations; (factor 3) the degree of emphasis on hierarchy and role specialization and (factor 4) the degree of work-group discontinuity/change[113].

“The outcome of the study revealed that the degree of organizational commitment as well as the extent of loyalty and attachment to the organization was affected positively by factor 1 and negatively by factor 2, in both public and private sectors. Factor 3 seems to have a positive effect on overall commitment, but more so in terms of the degree of attachment to the organization and factor four moderate effect on work group discontinuity [113].”

“Rojers, JD, Clow KE and kash TJ (1994) have studied the increased job satisfaction of service personnel the findings suggest that the traditional variables, i.e. role conflict, role clarity, and job tension, do influence job satisfaction as hypothesized [114].”
Rust RT et al (1996) have published an article titled, “the satisfaction and retention of frontline employees: a customer satisfaction measurement approach.” “The findings of the study has revealed that employee turnover is highest among employees who are not satisfied with their jobs. Because getting qualified employees are becoming more scarce and difficult to retain, organizations need to focus specially on increasing employee satisfaction [115].”

“Mears, P., and Voehl, F. (1997 have studied on team building on a structural learning approach and suggested that despite the information sharing and participation in strategic issues towards the mission of an organization’ is considered amongst physiological needs of Abraham Maslow, a manager should be careful in sharing information with subordinates[116].”

Jose A Sanhueza, Chile (1999) clarifies the need for leadership development programs and its effects on Organizational performance [45]. The author finds a positive relationship between leadership development programs and organizational performance. MIT Sloan Fellows program has been used by the author, which mainly focuses on tasks and capabilities that are expected from leaders. The findings confirm that majority of companies have provided leadership development programs for their managers to improve their performance.

“Emmanuel Ogbonna and Lloyd C. Harris (2000) reveal the empirical evidence of their study conducted among UK companies on leadership style, organizational culture, and performance [117].” The authors have examined two sets of aspects namely leadership and performance and culture and performance of employees.
“Rochelle Joy (2007) confirms the effect of leadership style on employee satisfaction and performance of the bank in Bangkok [118]. The author aims to find the influence of leadership style on employee job satisfaction which subsequently leads to job performance. It was found that leaders and managers create their leadership styles, identified from the research papers that produced a positive result when administering it.

“The results of this study indicate that leadership style is not directly linked to performance but is merely associated with it. In contrast, competitive and innovative cultural traits are directly related with performance[118].”

“Singh and Jagdip (2000) have explored the relation between performance productivity and quality of frontline Employees in service Organizations”. “The results indicate support for the distinction between productivity and quality. Moreover, with increasing burnout levels, front line employees are found to maintain their productivity levels while their quality deteriorates directly [119].

Boshoff, C., and Allen, J. (2000). have studied in detail the “influence of selected antecedents on frontline staff perceptions of service recover performance,” in which they have examined how far the staff influence can bring back the lost customers to the hotel. “The results show that organizational commitment exerts a strong positive influence on the service recovery performance of frontline staff as does empowerment and rewarding them for service excellence [120].”

Davidson, M., Manning, M., and Timo, N. (2001) have researched on the influence of organization climate in customer satisfaction and employee performance. The results have revealed that there is a correlation between organization climate, customer satisfaction and work performance of employees [121].
Chiok Foong Loke, J. (2001) have analyzed leadership behaviors: effects on job satisfaction, productivity and organizational commitment. “The results indicate that 29% of job satisfaction, 22% of organizational commitment and 9% of productivity were explained by the use of leadership behaviors [122].”

Deery, M., and Jago, L. K. (2001) have studied the employees’ perceptions and preferences on leadership styles in five star hotels. “The findings suggest that, while staff prefers a decisive style of management, supervisors and department heads were perceived as being autocratic [123].”

Malhotra, N and Mukherjee A. (2004) have done a research on the relative influence of organisational commitment and job satisfaction on service quality of customer-contact employees in banking call centre’s.[124]” Findings indicate that job satisfaction and organizational commitment of employees have a significant impact on service quality delivered [124].

“Lok, P., and Crawford, J. (2004) have examined the effect of organizational culture and leadership style on job satisfaction and organizational commitment among Hongkong and Australian managers”. “The results showed that the effects of an innovative culture on satisfaction and commitment, and the effect of a consideration leadership style on commitment, being stronger among the Australian managers [125].”

Jayeoba and Oladele John (2005) clarify their study on analyzing the impact of leadership style on the employees’ performance [126]. “This study was conducted in Nigerian Bottling company shows that Managers in leading positions lack the required skills to lead, and the Communications gap between the managers and subordinates are very broad”. The
authors emphasize the need for proper leadership development program for every organization.

Bandana Nayak and Mishra (2005) clarify the impact of leadership style on organizational effectiveness [127]. “The authors analyze the impact of leadership style by using Pearson’s correlation matrix and multiple regression models. The study reveals that leadership styles of managers and supervisors create high impact on the organizational effectiveness.[127]”

“Sai.T and Mei Hui (2006) have conducted a research on the relationship between Manager’s leadership style and organizational commitment in International tourist hotel.” Three survey tools were used in the study namely leadership style, organizational commitment and personal back ground data. The results show that the participative leadership brings the most cadre commitment while the command brings the least[128].

“Ms.Ivona Vrdoljak (2007) has conducted an empirical research on interdependence between characteristics and leadership style of managers in the hospitality industry in Dubrovnik nertva county”. The findings of the research have indicated that the dominant leadership style in hotel industry is consultative style and that there is no correlation between manager’s characteristics and the manager’s leadership style[129].

Testa M.R (2007) has done a detailed research on National culture and leadership in hospitality industry by analyzing the opinion of various national hotel employees working in one hotel. The results indicated that employees from higher power countries preferred empowering leadership and employees from lower power countries preferred participative leadership style.

He has taken a deeper look into national culture and leadership, investigating how the employees evaluated their leaders from various nations. The results suggest that there is difference in managers’ appraisal of employees of same nationality and other nationalities.
Employees also feel comfortable working under a same nationality manager compared to other nationality leader[130].

“Steyrer, J., Schiffinger, M., and Lang, R. (2008) have done a research on missing link between leadership behavior and organizational commitment”. “The paper investigates the effect of executive leadership behaviors on the organizational commitment (OC) of subordinate managers and the influence of the latter on measures of company performance results suggest that desirable leadership behavior is positively related to subordinates organizational commitment and that OC contributes to company performance [131]”.

“Kim, B. P., Murrmann, S. K., and Lee, G. (2009) have studied the moderating effects of gender and organizational level between role stress and job satisfaction among hotel employees”. The results indicated that role stress is found more among female employees compared to male employees [84].

“Moore.E (2009) has investigated the impact of large scale organization structures on leadership behaviors”. “While some organizations structures are more supportive in an agile environment, the organization structure is less important than identifying leaders who demonstrate those key leadership behaviors [132]”.

Ms.Caremen babatia et al (2010) have found the importance of innovation in the hotel Industry and the Manager employee relationship as perceived by the employees. They suggest that leaders must always be very close to the employees and they must encourage affirmation in the organization[133].

“Lo M.C et al (2010) have studied the relationship between leadership styles and organizational commitment in Malaysia: role of leader- member exchange”. The results have shown that the managers of Malaysian hotels lean more towards participative and
consultative style of leadership and a strong leader-member exchange relationship was found, which has increased organizational commitment among employees [134].

Fisher, R., McPhail, R., and Menghetti, G. (2010) have studied the employees’ attitude and behaviors with business performance in Mexico hotels. “The results have revealed that commitment, job satisfaction and OCB are associated significantly with financial performance, but not with guest satisfaction [135].”

Bacon, T. R. (2011) has done a research on elements of power and discussed the difference between leadership and influence. According to the findings power is the fuel that drives your ability to influence and lead. The five personal power sources namely knowledge, expressiveness, history, attraction and character are the main influence of a leader who can influence the employees to follow him by his personal charisma [136].

“WooGonkim and Robert A Brymer (2011) confirm the effects of leadership style on managers’ job satisfaction, commitment, behavioral outcomes and firm performance [137].”

Zehir, C. et al (2011) have researched on “the Effects of leadership styles and organizational culture over firms performance: Multinational companies in Istanbul”, “The results of this study shows that organizational culture is the key for leadership types and firms performance [138].”

Tohidi, H., and Jabbari, M. M. (2012) have studied the relationship between organizational culture and leadership and they argue that there is difference between leadership and management. “The findings say that leadership is about setting a new
direction for a group and management is about directing and controlling according to established principles [139]."

Yeşil, S., and Kaya, A. (2012) have studied the impact of personality on individual innovation behavior in the workplace. “The results reveal that openness to experience but no other personality dimensions is positively related to individual innovation behavior [140].”

“Ispas Andreia (2012) has taken a dual approach study on perceived leadership style and employee performance in hotel industry and found that managers perceived their own leadership style as autocratic and participative meanwhile employees perceived them to be autocratic and transformational[92].”

“Suharti, L., and Suliyanto, D. (2012) have studied the effects of organizational culture and leadership style towards employee engagement and their impact towards employee loyalty”. The results have shown that participative leadership is more liked among employees since a participative leader not only gives order but also actively involved in finishing the work, this in turn has a positive impact on employee loyalty [141]

“Tajeddini, K., and Trueman, M. (2012) have analyzed how cultural antecedents of innovation and customer-oriented value systems can influence performance in the hotel industry.” “The results indicate that cultural dimensions are positively associated with customer orientation, innovativeness, and company performance [142].”

“Kansal, P. (2012) has defined linkage research model in Indian hotel industry and the findings are if the five predictor variables namely job satisfaction, normative commitment, salary, type of job and education level were targeted by effective company strategies, the human resource could be a source of core competence through process ambiguity[143].”
Permarupan, P. Y et al (2013) have evaluated the linkage between of organizational climate and employees work passion and Organizational commitment. The results have proved that there is a casual relationship among these variables. If there is a good organizational work climate there will be good employee work passion and organizational commitment [144].

Iorgulescu, M. C., and Răvar, A. S. (2013) have examined the Managers perception of innovation in Romanian’s hospitality industry. Although hotel managers consider important all types of innovation, they state that their hotels do not innovate frequently. None of the instruments indicated by hotel managers as being used to stimulate innovation trainings, meetings, brainstorming are linked to research and development, but rather bring incremental changes in daily routines [145].

Özşahin, M et al (2013) have analyzed the effect of leadership and market orientation on organizational commitment. “Results revealed that two dimensions of market orientation (customer orientation and inter functional coordination) mediate the effects of the change oriented leadership behavior on organizational commitment [146].”

“Michel, J. W., Kavanagh, M. J., and Tracey, J. B. (2013) have researched on the supportive work practices on the perceptions, motivations and behavior of customer-contact employee’s”. “Results demonstrated that employees’ perceptions about the climate for service quality were significantly related to motivation, supervisor ratings of service job performance, and self-rated intentions to leave [147].”

“Danish, R. Q., Ramzan, S., and Ahmad, F. (2013) have found the effect of perceived organizational support and work environment on Organizational commitment”. “Results revealed that self-monitoring plays mediating role in the association between perceived organizational support and work environment with organizational commitment [148]”. 
Leong, C. T., and Rasli, A. (2014) have done an empirical study on the relationship between innovative work behaviors on work role performance. “The results show lack of differences in innovative work behavior and work role performance based on gender and education, however, the analysis revealed that employees, who were employed in a cross functional capacity and deal with customer related environment, tend to demonstrate high inclination of work role performance compared to divisions strictly related to research and development [149].”

“Trivellas, P., and Reklitis, P. (2014) have studied the leadership competencies profiles and managerial effectiveness in Greece”. “Results revealed that managers characterized by high levels of job performance excel in practicing all leadership competencies, while gender does not exert significant impact”. “A similar pattern emerged for managerial effectiveness profiles. Moreover, leadership competencies associated with the innovator, director and mentor roles found to contribute most to managerial effectiveness, thus specific directions for managerial action has been derived[150]”.

“Garg, S., and Dhar, R. L. (2014) studied the effects of stress, leader member exchange and perceived organizational support on service quality and the mediating effects of service quality”. “The results indicated that organizational commitment acted as a full mediator between the antecedents (job stress, leader–member exchange, perceived organizational support) and the consequence (service quality). Leader–member exchange and perceived organizational support both positively. Organizational commitment positively influences service quality [151]”.

“Danişman, Ş et al (2015) have studied the effect of leadership on organizational performance through a meta analysis study and the results indicate that leadership style has medium level effect on organizational performance [152]”. 
Uslu, T., Eryiğit, N., and Çubuk, D. (2015) have conducted an investigation on the effects of open leadership on organizational innovativeness and corporate entrepreneurship. The results show that open leadership supports organizations innovativeness and performance [153].

Dosi, G., and Marengo, L. (2015) have analyzed the characteristics and dynamics of organizations wherein members diverge in terms of capabilities and visions they hold, and interests which they pursue using a simulation model[154].” Three different types of power were analyzed and found that the power to design the members preferences in the organization to be the most powerful one [154].

“Taucean, I., et al (2016) have done a research on Management styles and management power types for a large organization.” “The results show that the leadership style is both people and task centered, encouraging the subordinate participation to decision making, promoting trust and mutual respect”. Employees consider that team work is the most efficient tool for optimal organizational activity [155].

“Jung, H. S., and Yoon, H. H. (2016) have examined what does work mean to hospitality employees and the effects of meaningful work on employees’ organizational commitment, the mediating role of job engagement.[156]” The empirical results indicated that employees meaning of work positively influences on job engagement and organization commitment [156].

Karunathilake, L. P. V. (2016) has examined the impact of leader’s characteristics and their behavior to the employees performance in the hotel industry in Srilanka. The result findings are that the leader’s characteristics and behavior are positively correlated with
employee performance and implementing participative leadership is advisable for hotels [157].

“Xiaobei Li and Karin Sanders (2012) have conducted a study on leader member exchange with a hierarchical linear model based on 294 employees survey data in a large luxury hotel in southern China”. “The results indicated that Lmx was positively related” to employee job performance. Work engagement mediated the leader member relationship.[158]

2.3 Leadership models

Various theories of leadership and leadership models have been framed and research has been done all over the world in the past years starting from the great man theory, which is mainly,’ hero worship ‘ based theory which states that a leader can attract many followers by his charisma.

“Leadership theory traces its roots to trait theory, then moved to the human relations school of thought and in its search for one way to lead a movement beginning in the 1960’s and continuing in various forms today[159]”. “Ralph Stodgill summarized the leadership forms about 55 years ago in the preface of his monumental ‘Hand book of Leadership’ [159’]. Later Bass had analyzed in detail on his theory of leadership. He is considered the father of leadership theories. “His 1948 article in the Journal of Psychology was the pivotal force in redirecting leadership research away from traits theory to situational leadership [160’].”

Competencies model was framed by BG Chung et al (2003) in which the various core competencies required for a leader are framed and measured with the managers of the hotel. This model acts as a guiding factor for grooming future hospitality leaders [37].
“Integrated model for leadership development was framed by Ron Cacioppe (2006) in which an integrated model and design for effective leadership development was developed the major focus of this model is to develop leadership competencies which directly contribute to the strategic imperatives of the business”. “The leadership methods and processes are covered under three major themes; contributing to the strategic business direction, building leadership and team skills, and self-development [38”).

Contingency Model of leadership effectiveness: “The contingency model of leadership effectiveness by Fiedler et al 1995 has been the basis for an extensive body of research. During the last three decades, numerous studies have supported its propositions.” “The contingency model was one of the first models in leadership research that was theoretically multi-level and methodologically multi-source.” The model is based on two aspects of the leader one is the leaders characteristics and another one the level of control over the work situation. In places where the leader is highly controlled the employees’ performance will be very good if the leader is task-oriented rather than relationship oriented [14].

The conceptual framework of this study is based on the Model of Leadership’s influence on Employees opinions, which was patterned after Clark et al. (2009) [7].”The proposed model measures the influence of management commitment to service quality (exogenous variable) on employee commitment to service quality[7]”. “This model depicts the mediating role of participative and empowering leadership styles on management’s commitment to service quality and the employees’ role clarity, shared values which influence employees job satisfaction and finally measure employees’ commitment to service quality in Hotel Industry.[7]”
The model measures the influence of participative and empowering leadership styles on employees’ commitment to service quality in two distinct groups such as managers and employees of three star hotels in Tamil Nadu.

2.4 Leaders in the hotel industry

This represents the managers or the departmental heads in the star hotels are responsible to lead a team of employees working under them. They are also the management representatives and responsible for implementing the management commitments toward business and providing good service to the customers. “A good leader has to be self-determined with a vision, stamina, self-regulation and not fall into any emotions” [161].

2.5 Front line employees

This represents the employees who are in direct contact with guests in star hotels like front office department, housekeeping department, food and beverage service department and security. They have the chance of interacting with the guests and hence they represent the hotels image also.

2.6 Service quality

This represents the quality of various types of service provided to the guests in star hotels like room check-in and check-out, housekeeping cleaning services, food and beverage service and health club services etc. The guest satisfaction is mainly based on the various services also personalized services provided by the hotel to the guests which is often voiced by the guest feedback to the hotel directly or through travel websites. The role of service quality is very important in the success of hotel business.
“It is vital for the hotel managers to have a good understanding and gauge the pulse of what exactly are the customer’s needs; what will make the customer feel he/she is special, valued. Identifying the specific expectations of customers, ever willing to cater to the smallest and sometimes very rare impossible requests”; “Eveready to enhance the dimensions of the service quality, all these minute delicate sensitive needs of a customer when handled with sincere dedicated efforts by the employees proves to be the key to the manager’s success” [162].