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Cornell Hospitality Quarterly 2009 50: 209 originally published online 24 April 2008
DOI: 10.1177/1938965508315371

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What is This?

The Effects of Leadership Style on Hotel Employees' Commitment to Service Quality

by RONALD A. CLARK, MICHAEL D. HARTLINE, and KEITH C. JONES

One of the continuing challenges in the hotel industry is providing consistent levels of quality service across units. Although recruitment, selection, and training practices are often standardized across units (within a given market), frontline employees' performance varies. This study examines the role that individual unit management plays in this process by looking at how a manager's commitment to service quality and that person's leadership style affect the way frontline employees do their job. The fundamental implication of this study is that managers who are committed to service quality and employ an empowering leadership style can create a transformational climate that conveys their commitment to quality service to their frontline employees.

This leads to employees who are more likely to share the organization's values, who understand their role in the organization, who are more satisfied with their jobs, and who perform at a higher level of quality in serving hotel guests.

Keywords: hotel management; leadership styles; service excellence

The importance of frontline, customer-contact employees to excellent hotel service cannot be overstated. Frontline employees are directly accountable for face-to-face customer service, service

quality, and customer satisfaction—all of which are keys to strong performance (Parasuraman, Zeithaml, and Berry 1985; Hartline, Wooldridge, and Jones 2003). Most industry observers and practitioners agree that frontline employees who are satisfied with and committed to their jobs share the firm's customer-oriented values, exhibit low levels of role stress, and deliver the highest level of service quality (cf. Bowen and Schneider 1985; Hartline and Ferrell 1996; Hartline, Maxham, and McKee 2000; Singh 2000).

Research has demonstrated that a manager's leadership style has a tremendous influence on employees' behavior, including their adoption of the firm's strategic and marketing initiatives—particularly those relating to customer service (Ahmed and Parasuraman 1994). One way hotel managers can influence employee commitment to service quality is to demonstrate it themselves (Bowen and Schneider 1985; Hartline and Ferrell 1996; Mohr-Jackson 1993; Babakus et al. 2003). This requires the manager to adopt a leadership style that can influence his or her employees. While different leadership styles (whether autocratic or transformational) have the ability to influence employees' behavior in differing ways, the identification of the most appropriate leadership style remains elusive.

In this study, we investigate the extent to which three leadership styles (namely, directive, participative, and empowering) influence frontline hotel employees, by examining how leadership style translates the manager's commitment to service quality into high-quality service, including the employees' own commitment to serving customers. Through this examination, our goal is to better understand how specific leadership styles affect frontline employees' performance. Researchers have argued that the distinctive aspects of service found in the hotel industry demand that managers use creative approaches to ensure that employees possess

the flexibility, skills, confidence, and motivation to deliver good service (cf. Hartline and Ferrell 1996; Kelley 1992; Singh, Verbeke, and Rhoads 1996). We extend these arguments by examining the effects of specific leadership styles and draw conclusions about their appropriateness in the context of hotel management.

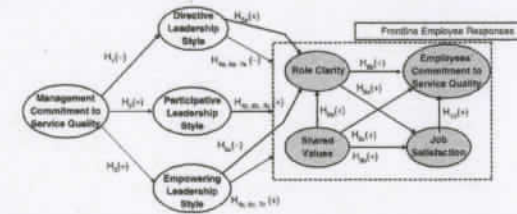
Furthermore, by concurrently examining the effects of these three leadership styles on employee beliefs and behavior, our study extends previous hospitality research, most of which has examined leadership styles individually. For example, researchers have demonstrated how transformational leadership can improve employee dedication, social behavior, role clarity, and satisfaction, while also reducing the effects of job stress and burnout (Gill, Flaschner, and Shachar 2006; Gill and Mathur 2007; Tracey and Hinkin 1994). Likewise, empowering leadership has been shown to improve empowered behavior among hospitality employees (Klidas, van den Berg, and Wikderom 2007). Our approach simultaneously examines both of those leadership types, along with directive leadership, to allow us to assess the relative effects of these leadership styles on employee performance.

As shown in Exhibit 1, our study is concerned with the effects of leadership style as an influence in the relationship between the hotel manager's commitment to service quality and the performance of frontline employees. The employee attributes examined in our study—role clarity, shared values, and job satisfaction—have been shown to directly affect employees' service performance (Hartline and Ferrell 1996; Singh, Verbeke, and Rhoads 1996). Because our study is structured in this manner, our results should indicate the most effective and appropriate leadership style to ensure service quality.

Leadership Styles

The importance of leadership is evidenced by the substantial volume of academic and

Exhibit 1:
Hypothesized Model of Leadership's Influence on Employee Responses



Note: Correlations between the leadership style constructs have been omitted.

practitioner literature on the topic. Leadership, considered by many to be management's most important role, involves influencing individuals and groups toward accomplishing goals. A leader's style varies according to personality, environment, education, training, and personal philosophy (Hughes, Ginnett, and Curphy 1999; Mintzberg 1973). Furthermore, leadership styles are not necessarily mutually exclusive. Previous research indicates, for example, that most managers use both directive and participative leadership styles to varying degrees, depending on the circumstances (Bass 1981).

To focus our examination on the leadership styles that are most applicable to our study, we took our cue from the sales literature—one of the few areas in marketing to address leadership styles (cf. Bass 1997; Dubinsky et al. 1995; MacKenzie, Podsakoff, and Rich 2001). Based on our review of the major theories of leadership, we selected three specific leadership styles for inclusion in our study.¹ Two leadership styles, directive leadership and participative leadership, are drawn primarily from path-goal theory (House and Dessler 1974). The third leadership style, empowering leadership,

is drawn primarily from transformational theory (Keller and Dansereau 1995; Spreitzer, De Janasz, and Quinn 1999; Tracey and Hinkin 1994). These three leadership styles represent a loose continuum based on the degree of control exercised by employees: directive leadership (little or no employee control) → participative leadership (shared control) → empowering leadership (extensive employee control). These leadership styles also vary in the degree of managerial influence exercised over the transformation of the organization: directive leadership (management-dominant influence), participative (shared influence), and empowering (employee-dominant influence). These three leadership styles are likely to have different effects on employees' job behavior. As a result, a concurrent test of their effects should indicate their efficacy in translating management's commitment to service quality into employees' commitment to service quality.

Proposed Model and Hypotheses

Our proposed model begins with management commitment to service quality as the main influence (exogenous variable)

1. While a brief description of each theory follows, each of these leadership styles is described in greater detail in the Proposed Model section.

on employee commitment to service quality. The model depicts directive, participative, and empowering leadership styles in a mediating role between management's commitment to service quality and the employees' role clarity, shared values, job satisfaction, and employee commitment to service quality. Our model's structure is consistent with recent work by scholars who suggest that management's commitment to service quality is reflected in various initiatives that are designed to influence employees' attitudes (cf. Babakus et al. 2003). Included in our model are constructs derived from both managers' and employees' perceptions. This characteristic of our study facilitates the assessment of relationships in two distinct groups: relationships between the manager's and employees' perceptions and relationships between employees' perceptions. Another facet of our study is that the level of analysis is the hotel itself (i.e., each unit consists of a single manager and several employees in the same work group). As a result, our model attempts to explain the variation in responses among hotel properties rather than variation within hotels.

Management Commitment to Service Quality and Leadership Style

By definition, managers who are committed to service quality will provide visible leadership to help ensure employees' acceptance of service quality initiatives (Ahmed and Parasuraman 1994). We contend that the appropriate leadership style for hotel managers is one that increases their ability to translate their own commitment to service quality into employee actions that are conducive to excellent service. As a result, the most appropriate leadership style in the context of managing frontline hotel employees is likely to be transformational. This argument is consistent with the precepts of

leading by example, where leaders can instill and reinforce the appropriate customer-oriented responses among frontline employees (Bowen and Schneider 1985; Hartline and Ferrell 1996). With that in mind, we next discuss the three specific leadership styles examined in this study, to wit, directive, participative, and empowering.

Directive leadership. Directive leadership is defined as telling subordinates "what they are expected to do, how to do it, when it is to be done, and how their work fits in with the work of others" (Hughes, Ginnett, and Curphy 1999, 71). Directive leadership has been described as autocratic, task-oriented, and persuasive and manipulative (Muczyk and Reimann 1987; Yukl 1989; Bass 1981). Though it can be effective in communicating a clear and concise vision of the organization's strategic goals, directive leadership is transformational only by coercion.

Directive leadership falls short of being truly transformational due to its lack of employee participation and empowerment. Employees may be less likely to adopt management's vision or values if they are excluded from the decision-making process. Bass (1981) cited several studies that indicate that directive leadership results in lower acceptance of managerial decisions than a more participative leadership style. Employees' failure to espouse management values may be a particular problem in hotels, since frontline employees are often required to make decisions and customize service on the fly (Hartline, Maxham, and McKee 2000). Service scholars have long held that the service environment must be flexible enough to allow employees to respond creatively to customers' needs (Bowen and Schneider 1985; Hartline and Ferrell 1996). For these reasons, a manager who is committed to providing quality service to customers is less likely to employ a directive

leadership style, because that style will not give employees the latitude they need to perform their jobs well. Accordingly, we propose the following:

Hypothesis 1: An increase in the hotel manager's commitment to service quality is associated with a decrease in their use of a directive leadership style.

Participative leadership. In contrast to directive leadership, participative leadership involves consulting with subordinates and considering their opinions and suggestions (Yukl 1989). Participative leadership is associated with consensus, consultation, delegation, and involvement (Bass 1981). In keeping with a basic tenet of transformational leadership theory, participative leadership has the potential to enhance the dissemination of organizational and managerial values to employees. Employees who work for a participative leader tend to exhibit greater involvement, commitment, and loyalty than employees who work under a directive leader (Bass 1981). Consequently, employees who are allowed to participate in the decision-making process are likely to be more committed to those decisions.

Participative leadership is particularly fitted to the hotel industry because frontline hotel employees are often more cognizant of customer needs than are managers, given the employees' direct contact with guests. Therefore, management stands to benefit by allowing employees to participate in the decision-making process. Participative leadership allows frontline employees to serve as liaisons between guests and management. Participative leadership's ability to raise the commitment, involvement, and loyalty among employees should be attractive to a manager wishing to promulgate his or her commitment to service quality to employees. Therefore, it is reasonable to anticipate that a hotel manager who is committed to quality service will employ a relatively participative

style of leadership. Thus, we propose the following:

Hypothesis 2: An increase in the hotel manager's commitment to service quality is associated with an increase in their use of a participative leadership style.

Empowering leadership. Empowerment is defined as a process where employees are provided the necessary authority and autonomy that enables them to exercise control over decisions in the workplace (Conger and Kanungo 1988). Empowering leadership is associated with increased autonomy, increased decision-making latitude, increased upward influence, and decreased monitoring (Keller and Dansereau 1995; Spreitzer, De Janasz, and Quinn 1999). Recent discussions in the academic literature describe empowerment as an aspect of change-oriented leadership (Masi and Cooke 2000). Conger (1989), for instance, referred to leadership as "the art of empowering others." Empowering leadership comprises many of the elements of participative leadership, such as employee involvement and autonomy. While participative leaders expect their subordinates to consult with them in the decision-making process, empowering leadership goes a step further by authorizing employees to solve problems and make decisions regarding customer needs without consulting a supervisor (Conger and Kanungo 1988). Empowering leadership is the most transformational in nature as it requires a strong sense of shared commitment and mutual values to be effective.

The nature of the customer-contact position requires some autonomy in decision making for effective service (Hartline and Ferrell 1996). Frontline employees can use this increased autonomy and decreased need for supervisor approval to be more responsive to guests' needs, thereby increasing service quality (Bowen and Lawler 1992). For these reasons, an empowering leadership style should be especially attractive to

hotel managers. Due to its transformational nature, empowering leadership can be an effective means of influencing employees to adopt the manager's service vision and values. Accordingly, we argue that a hotel manager who is committed to service quality is likely to employ an empowering style of leadership to increase the likelihood that his or her employees will exhibit the same level of commitment. Hence,

Hypothesis 3: An increase in the hotel manager's commitment to service quality is associated with an increase in their use of an empowering leadership style.

Leadership Style and Employee Responses

As noted in the previous discussion, different leadership styles can have vastly different effects on the employees' service-related actions. In this section, we discuss how leadership style influences shared values, role clarity, job satisfaction, and employees' commitment to service quality. These employee responses are key factors in the effective delivery of quality hotel services.

Shared organizational values. Shared values represent the critical "glue" that holds organizational members together as they work toward a common purpose (Hartline, Maxham, and McKee 2000). Research has strongly shown the important role of shared values in the implementation of a firm's strategy and in overall organizational performance (cf. Badovick and Beatty 1987; Meglino, Ravlin, and Adkins 1989). Given the goals and context of our study, we focus on the extent of shared customer-oriented values between the organization and employees.

The persuasive and manipulative nature of directive leadership is quite effective in communicating a clear and concise vision of the

organization's goals (Bass 1981). However, communicating a vision and employee acceptance of that vision are distinct from each other. Directive leadership suffers from two shortcomings with respect to increasing shared values. First, its lack of transformational properties limits its ability to influence shared values in a meaningful way (Gault 1994). In this case, directive leadership is not likely to create the necessary culture for shared values to flourish. Second, research indicates that employees are less likely to adopt organizational or managerial values when the employees are excluded from decision-making processes (Bass 1981). Because directive leadership excludes employees and limits their autonomy, employees will be less likely to accept organizational goals or strategies. Both of these shortcomings can interfere with hotel operations. Based on this reasoning, we anticipate that directive leadership will actually reduce the extent of shared values. Thus, we propose the following:

Hypothesis 4a: An increase in the use of a directive leadership style is associated with a decrease in shared customer-oriented values between the hotel and its frontline employees.

In contrast, through the consultative process involved in a participative style, organizational values and employee values come into alignment as employees recognize that the hotel manager gives consideration to their ideas and opinions. The consensus stemming from a participative environment is an amalgam of the organizational values communicated by management and the personal values held by employees. We anticipate that this process will greatly enhance the degree of shared values between the hotel firm and its employees. Accordingly, we propose the following:

Hypothesis 4b: An increase in the use of a participative leadership style is associated with an increase in shared customer-oriented values between the hotel and its frontline employees.

Masi and Cooke (2000) noted that great leaders translate their vision to employees by empowering them. Having upward influence and decision-making latitude, empowered employees can rely on internal values and understood organizational values in their decision making (Keller and Dansereau 1995; Spreitzer, De Janasz, and Quinn 1999). Empowered employees take "ownership" of their job, feel better about their job, and tend to convert these positive feelings into values that are more congruent with those held by the organization (Bowen and Lawler 1992). These transformational aspects of empowering leadership are likely to increase shared values significantly. On the basis of this logic, we propose the following:

Hypothesis 4c: An increase in the use of an empowering leadership style is associated with an increase in shared customer-oriented values between the hotel and its frontline employees.

Role clarity. Role clarity refers to the degree to which employees receive and understand information that is needed for them to perform their jobs well (Rogers, Clow, and Kash 1994). In managing customer-contact employees, role clarity is a critical issue for hotel managers, as it has been empirically linked to employee performance and customers' perceptions of service quality (Churchill et al. 1985; Hartline and Ferrell 1996; Singh 2000). Employees who understand their role can be responsive to guests' needs.

Directive leadership can be effective in increasing role clarity because of the amount of feedback it generates (Muczyk and Reimann 1987). The authoritative nature of directive leadership provides subordinates with an explicit understanding of their responsibilities and roles within the organization (Hughes, Ginnett, and Curphy 1999). Kohli and Jaworski (1994), who found that management feedback increases role clarity,

have empirically confirmed this reasoning. Therefore, we expect that hotel managers who employ a directive leadership style will increase their employees' role clarity:

Hypothesis 5a: An increase in the use of a directive leadership style is associated with an increase in employee role clarity.

While participative leadership provides less explicit directives as to employees' role responsibilities, this type of management nonetheless significantly influences role clarity. A primary difference between directive and participative leadership is the nature of communication between managers and employees: directive leadership involves top-down communication, while participative leadership allows employees to have input into and some control over their roles and responsibilities. With a participative connection, employees can still gain feedback from their manager on role expectations when needed. As a result, role clarity is likely to increase as information and expectations about employees' roles are managed by consensus (Bass 1981). Therefore, we expect that a participative leadership style will have a positive influence on role clarity. Hence,

Hypothesis 5b: An increase in the use of a participative leadership style is associated with an increase in employee role clarity.

Empowering leaders give their employees the latitude necessary to perform their jobs. In the process, however, those managers provide less direction and feedback regarding employees' responsibilities and roles (Keller and Dansereau 1995; Spreitzer, De Janasz, and Quinn 1999). Empowering leaders trust employees to make appropriate decisions without consultation. Although training and job specifications may be in place to define employees' role expectations, the limited amount of feedback means that a full understanding of role expectations cannot be guaranteed. Furthermore,

lack of direction may actually increase some employees' stress and confusion regarding job expectations (Hartline and Ferrell 1996). Indeed, employees who want to receive extensive direction from their manager may find empowerment to be manifested as unwanted additional responsibility (Bowen and Lawler 1992). Therefore, it is probable that the effect of empowering leadership on role clarity will be negative. Thus, we propose the following:

Hypothesis 5c: An increase in the use of an empowering leadership style is associated with a decrease in employee role clarity.

Job satisfaction. Job satisfaction is defined as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke 1969, 316). Employee job satisfaction is particularly important in services, because it encourages employees to provide good service (Hartline and Ferrell 1996). In our study, we are concerned with the overall job satisfaction of frontline employees rather than with their satisfaction with separate facets of the job (Brown and Peterson 1993).

Several studies have found a participative leadership style to be more satisfying to employees than a directive leadership style (cf. Bass 1981). Employees tend to feel more valuable to the organization when the manager consults with them in making decisions, rather than when the manager gives employees explicit instructions for every task. Furthermore, some aspects of directive leadership, such as manipulation, have been shown to diminish job satisfaction (Bass 1981). In these cases, employees may feel that the manager's manipulative tactics are demeaning or disrespectful. Based on this reasoning, we propose the following:

Hypothesis 6a: An increase in the use of a directive leadership style is associated with a decrease in employee job satisfaction.

Hypothesis 6b: An increase in the use of a participative leadership style is associated with an increase in employee job satisfaction.

Conger and Kanungo (1988) explained empowering leadership as granting employees increased autonomy and power related to workplace decisions. Researchers have further suggested that empowering leadership can make employees feel better about their jobs and more enthusiastic when serving customers (Bowen and Lawler 1992). Because they have more control over their work, empowered employees tend to be more satisfied with their jobs. Accordingly, we propose the following:

Hypothesis 6c: An increase in the use of an empowering leadership style is associated with an increase in employee job satisfaction.

Employees' commitment to service quality. As is the case with management, employees' commitment to service quality refers to the relative intensity of an employee's dedication or commitment to providing quality service to the firm's guests (Ahmed and Parasuraman 1994). In our study, we are interested in how different leadership styles affect employees' job behavior, including their commitment to service quality.

Several studies indicate that participative leadership is more conducive to employee commitment and loyalty than is directive leadership (cf. Bass 1981). Due to its autocratic nature, directive leadership tends to focus on specific job tasks (Muczyk and Reimann 1987). In contrast, a participative leader invites the input of employees and strives for consensus (Bass 1981). Because participative leadership values the employee more than it does the task, such leadership is likely to engender increased commitment among employees. As a result, the likelihood that frontline employees will adopt the manager's orientation to service quality increases. Accordingly, we propose the following:

Hypothesis 7a: An increase in the use of a directive leadership style is associated with a decrease in employee commitment to service quality.

Hypothesis 7b: An increase in the use of a participative leadership style is associated with an increase in employee commitment to service quality.

Research has shown that empowering leadership increases employee commitment, emotional attachment, and identification with an organization (Laschinger, Finegan, and Shamian 2001). Consequently, hotel managers who adopt an empowering leadership style are more likely to translate their own commitment to service quality to their employees. This may be partly due to the fact that empowered employees accept increased responsibility for good service. Hence, we propose the following:

Hypothesis 7c: An increase in the use of an empowering leadership style is associated with an increase in employee commitment to service quality.

Relationships between Employee Values and Actions

In addition to hypothesizing effects of leadership styles on employees' attitudes and performance, our model also considers relationships between these attributes. Though many of these relationships have already been studied, we include them in here to ensure that our model is correctly specified and to ensure comparability with previous research.

Shared customer-oriented values. When employees share the values of their organization, their job responses and behavior become more consistent with those values. Shared values are among the most important components of any organization's culture (Deshpandé and Webster 1989). As such, shared values create a framework of cultural norms and performance standards

that are sanctioned by the organization and embraced by its employees.

Employees working within this framework of shared values will better understand their role in executing the hotel firm's customer-oriented mission (Hartline, Maxham, and McKee 2000). Thus, when employee and organizational values are aligned, employees will experience greater clarity about their role, their job, and how they contribute to the firm's mission. A similar relationship also holds true with respect to employee satisfaction and commitment. Employees who share the hotel's values tend to be more satisfied with their jobs and exhibit greater commitment at work (Hartline, Maxham, and McKee 2000). Furthermore, it is reasonable to predict that when employees share the hotel's customer-oriented values, they are more likely to exhibit commitment to serving customers well (Parasuraman, Zeithaml, and Berry 1985). Based on this reasoning, we propose the following:

Hypothesis 8a: An increase in shared customer-oriented values between the hotel and its frontline employees is associated with an increase in employee role clarity.

Hypothesis 8b: An increase in shared customer-oriented values between the hotel and its frontline employees is associated with an increase in employee job satisfaction.

Hypothesis 8c: An increase in shared customer-oriented values between the hotel and its frontline employees is associated with an increase in employee commitment to service quality.

Role clarity. Considerable evidence suggests that increased role ambiguity is associated with reduced job satisfaction and commitment among frontline employees (Hartline and Ferrell 1996; Singh 2000; Singh, Verbeke, and Rhoads 1996). Since role clarity is essentially the inverse of role ambiguity, we anticipate that role clarity will have a positive effect on both employee job

satisfaction and commitment to service quality. Accordingly, we propose the following:

Hypothesis 9a: An increase in employee role clarity is associated with an increase in employee job satisfaction.

Hypothesis 9b: An increase in employee role clarity is associated with an increase in employee commitment to service quality.

Job satisfaction. While there is considerable evidence of a direct relationship between employee job satisfaction and commitment (Brown and Peterson 1993), the relationship between job satisfaction and employee commitment to service quality has not been investigated. We expect that employees who are satisfied with their jobs are likely to be more committed to providing high quality service. Satisfied employees tend to have positive feelings about the organization that make them more inclined to execute the organization's customer-oriented mission (Hartline and Ferrell 1996). Therefore, we propose the following:

Hypothesis 10: An increase in employee job satisfaction is associated with an increase in employee commitment to service quality.

Research Method Sample

Hotels make an ideal subject for our study because (1) the success of each hotel unit depends on offering high levels of customer service and (2) hotels provide ample opportunity for managers and employees to interact. This level of close interaction also creates an environment where employees' job actions are likely to be affected by their manager's leadership style. To obtain a sample, we contacted the marketing directors of nine midlevel U.S. hotel chains that are similar with respect to the quality and price of their offerings and that are frequented by both business and leisure travelers. The marketing directors of three chains agreed to

2. Since 165 hotels failed to return any questionnaires, we tested for nonresponse bias using a time-trend extrapolation test. We found no differences between early and late employee or manager respondents on demographic characteristics or any construct examined in this study.

participate by providing a mailing list of general managers' names and addresses. Though these three chains are owned under the same corporate umbrella, they are operated separately. The individual hotels are dispersed throughout the country. In terms of operating characteristics, the average hotel employs sixty-four people (three-quarters of them full-time) and reports annual sales of \$3.3 million. All 444 hotels operating under the three flags were included in the study.

To begin our study, we asked the marketing directors to mail each general manager a letter that explained the research and asked for the manager's support. Approximately two weeks later, questionnaire packets—each containing one survey for the general manager and five for employees, as well as postage-paid return envelopes—were mailed to each general manager. The survey asked general managers about their commitment to service quality and their leadership styles, while frontline employees were asked about their shared values, role clarity, job satisfaction, and commitment to service quality. Due to constraints imposed by the participating chains, we were not allowed to contact employees directly. As a result, general managers were instructed to distribute the surveys among a diverse group of employees. Approximately two months after the initial mailing, we sent a duplicate mailing to the general managers who had not responded to the first wave. All questionnaires were returned directly to us.

The response was reasonably strong. We received at least one questionnaire from either a manager or an employee at 279 different hotels (62.8%). All 236 surveys returned by the GMs were complete, and we had to discard only 24 of the 743 employee surveys (in total, 1,003 questionnaires were returned). Thus, our response rate was 53.2 percent for general managers and 33.5

Exhibit 2:
Demographic Characteristics of Customer-Contact Employees and General Managers

	Customer-Contact Employees (n = 561)		General Managers (n = 236)	
	Frequency	%	Frequency	%
Gender				
Female	379	68.0	77	32.8
Male	176	32.0	158	67.2
Age (years)				
Under 20	32	5.8	0	0.0
20-30	354	63.8	65	27.8
31-40	83	14.9	109	46.6
41-50	55	9.9	44	18.8
51-60	22	4.0	13	5.5
Over 60	9	1.6	3	1.3
Education				
Some high school	42	7.6	1	0.4
High school graduate	128	23.1	17	7.2
Some college	240	43.3	82	34.9
College graduate	119	21.5	109	46.4
Some graduate work	14	2.5	9	3.8
Graduate degree	11	2.0	17	7.2
Position				
Front desk/customer service	301	53.7		
Housekeeping	116	20.7		
Food/room service	53	9.4		
Reservations/sales	41	7.3		
Bellstaff	30	5.3		
Assistant manager	20	3.6		
Industry experience (years)				
0-5			36	15.3
>5-10			71	30.2
>10-15			52	22.1
>15-20			49	20.9
Over 20			27	11.5

percent for employees.² Employee respondents were asked to report their job position on the questionnaire to ensure that their jobs involved customer contact. In consultation with corporate managers, we excluded from our testing 182 employees whose jobs did not involve customer-contact.³ We also excluded data from 37 hotels for which we

did not receive at least three responses from customer-contact employees, resulting in a final sample of 199 hotels. The demographic characteristics of employees and general managers are reported in Exhibit 2. We found no differences in manager or employee responses based on demographic characteristics or on property characteristics.

3. The 182 employees who did not meet the customer-contact criterion were dropped before testing the measures and the hypothesized model.

Exhibit 3:
Measures Used in the Study

Construct	Sources ^a	Operationalization	Reliability ^b
Management commitment to service quality	Adapted from Mowday, Steers, and Porter (1979)	A nine-item scale that measures the extent to which managers are committed to delivering quality service to customers. ^c	.859
Directive leadership style	Cook et al. (1981)	A seven-item scale from the Leader Behavior Description Questionnaire-Version 12 (LBDQ XII) that measures the extent to which managers direct employee activities and set standards.	.691
Participative leadership style	Cook et al. (1981)	A four-item scale from the LBDQ XII that measures the extent to which managers allow employees to express opinions and participate in decision making.	.740
Empowering leadership style	Cook et al. (1981)	An eight-item scale from the LBDQ XII that measures the extent to which managers empower employees to use their own initiative and judgment.	.708
Shared values	Enz (1986)	A seven-item scale that measures the extent to which employees share the customer-oriented values of the firm.	.841
Role clarity	Chonko, Howell, and Bellenger (1986)	A seventeen-item scale that measures the extent to which employees clearly understand how to fulfill their roles and perform their jobs.	.912
Job satisfaction	Brown and Peterson (1993)	A five-item scale that measures the extent to which employees are satisfied with a variety of job dimensions.	.822
Employee commitment to service quality	Adapted from Mowday, Steers, and Porter (1979)	A nine-item scale that measures the extent to which employees are committed to delivering quality service to customers. ^c	.824

a. Measures used in the study were adapted from Brown and Peterson (1993); Chonko, Howell, and Bellenger (1986); Cook et al. (1981); Enz (1986); and Mowday, Steers, and Porter (1979).

b. Reliability estimates are Cronbach's alpha.

c. Mathieu and Zajac (1990) found that the fifteen-item commitment scale of Mowday, Steers, and Porter (1979) contained two dimensions: affective commitment and desire to remain with the organization. The items used here were adapted from the affective commitment dimension.

Measures

To remain consistent with previous research, the measures were adapted from studies in marketing, management, and psychology (see Exhibit 3). All measures were subjected to confirmatory factor analysis to

assess their psychometric properties and unidimensionality. For each of the 199 hotel units in the final sample, we had aggregated and matched responses from one general manager and an average of 3.22 frontline, customer-contact employees. The details and results of these measure validation

Exhibit 4:
Structural Parameter Estimates: Hypothesized and Final Path Models of Managerial Leadership Styles ($n = 199$)

Path	Hypothesized Model				Final Model		
	Hypothesis	Coefficient	t-Value	R ²	Coefficient	t-Value	R ²
MCSQ→Directive	H ₁ (-)	-.368	-4.73	.136			
MCSQ→Participative	H ₂ (+)	.263	3.44	.069	.263	3.43	.069
MCSQ→Empowering	H ₃ (+)	.325	4.20	.106	.321	4.14	.103
Directive→Shared Values	H _{4a} (-)	.066	0.69	.055			.050
Participative→Shared Values	H _{4b} (+)	-.227	-2.25		-.209	-2.20	
Empowering→Shared Values	H _{4c} (+)	.211	2.07		.223	2.28	
Directive→Role Clarity	H _{5a} (+)	.046	0.53	.124			.137
Participative→Role Clarity	H _{5b} (+)	.000	0.00				
Empowering→Role Clarity	H _{5c} (-)	-.010	-0.10				
Shared Values→Role Clarity	H _{5d} (+)	.348	4.82		.343	5.02	
MCSQ→Role Clarity	Not hypothesized				.134	2.00	
Directive→Job Satisfaction	H _{6a} (-)	.029	0.39	.617			.617
Participative→Job Satisfaction	H _{6b} (+)	-.014	-0.17				
Empowering→Job Satisfaction	H _{6c} (+)	-.191	-2.34		-.186	-2.95	
Shared Values→Job Satisfaction	H _{6d} (+)	.664	9.94		.669	10.45	
Role Clarity→Job Satisfaction	H _{6e} (+)	.243	4.02		.246	4.09	
Directive→ECSQ ^a	H _{7a} (-)	.093	1.03	.230			.220
Participative→ECSQ	H _{7b} (+)	.014	0.14				
Empowering→ECSQ	H _{7c} (+)	-.084	-0.81				
Shared Values→ECSQ	H _{7d} (+)	.323	2.43		.340	4.51	
Role Clarity→ECSQ	H _{7e} (+)	.216	2.71		.227	3.12	
Job Satisfaction→ECSQ	H _{7f} (+)	.034	0.24				
Goodness-of-fit statistics				$\chi^2_8 = 8.13, p = .087$			$\chi^2_8 = 3.91, p = .917$
				GFI = .992			GFI = .996
				AGFI = .930			AGFI = .986
				NFI = .975			NFI = .986
				PNFI = .139			PNFI = .423
				RMSR = .022			RMSR = .019

Note: MCSQ = Management Commitment to Service Quality; ECSQ = Employee Commitment to Service Quality; GFI = goodness-of-fit index; AGFI = adjusted goodness-of-fit index; NFI = normed fit index; PNFI = parsimonious normed fit index; RMSR = root mean square of residual.

procedures are provided in appendices A and B.

Analysis

Hypothesis testing was accomplished using LISREL to estimate completely standardized parameter estimates and *t*-values. The structural parameter estimates and

model fit statistics are reported in Exhibit 4. An examination of the modification indices revealed that estimating the path between management commitment to service quality and role clarity would improve overall model fit. Hence, this path was added and the model's parameters were reestimated. Several nonsignificant paths were dropped to create a more parsimonious model. Overall,

the trimmed model is more parsimonious and fits better than the hypothesized model (see Exhibit 4).

Results

Our results leave little doubt that leadership style has a role in translating management's service-quality commitment to employees' job activities, but not quite to the extent that we hypothesized. In line with hypothesis 1, higher levels of management commitment to service quality were found to decrease the use of a directive leadership style. This implies that hotel managers who are committed to service quality do not find directive leadership to be appropriate. Higher levels of management commitment to service quality were associated with an increase in the use of both participative and empowering leadership, supporting hypotheses 2 and 3. Management commitment to service quality has a stronger effect on empowering leadership than it does on participative leadership. This result indicates that hotel managers who are committed to service quality may be more inclined to empower their employees.

An additional effect of management commitment to service quality is its direct effect on employee role clarity. Though we did not hypothesize this relationship, the connection is logical. Hotel managers who are committed to service quality act as role models for their employees. By demonstrating their commitment, managers more clearly communicate and promote their customer-oriented values, thereby giving frontline employees a clearer picture of their role in fulfilling the hotel's mission.

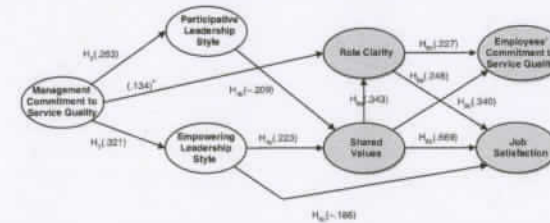
A noteworthy finding of our study is that directive leadership has no effect on shared values, role clarity, job satisfaction, or employee commitment to service quality—all contrary to the relationships hypothesized in hypotheses 4a, 5a, 6a, and 7a. This result is consistent with arguments that directive

leadership is incompatible with the requirements of the hotel environment due to its autocratic nature and its inability to engender the hotel's service values among employees (Bass 1981; Bowen and Schneider 1985; Hartline and Ferrell 1996). Because directive leadership has no effect on employees' actions, this was one of the constructs we removed from the model for the sake of parsimony. Dropping directive leadership from the model did not produce substantive changes in the remaining structural coefficients (refer to Exhibit 4). The final model, shown in Exhibit 5, produced the following fit statistics: $\chi^2_9 = 3.91$ ($p = .917$), goodness-of-fit index (GFI) = .996, adjusted goodness-of-fit index (AGFI) = .986, normed fit index (NFI) = .986, and parsimonious normed fit index (PNFI) = .423. This revised model fits somewhat better than the original model that included directive leadership.

Participative leadership significantly diminishes shared values, contrary to the relationship proposed in hypothesis 4b. This seemingly counterintuitive finding seems to demonstrate that employees who work in a participative hotel environment are less influenced by the firm's culture. In support of hypothesis 4c, on the other hand, empowering leadership is associated with an increase in shared values among frontline employees. Neither participative nor empowering leadership has a significant effect on role clarity, contrary to hypotheses 5b and 5c. Leadership style, therefore, does not appear to have any direct effect on employee role clarity. Instead, the increase in role clarity stems directly from the hotel manager's commitment to service quality.

Contrary to hypothesis 6b, participative leadership does not influence employee job satisfaction. While several studies have found participative leadership to be more satisfying to employees than directive leadership, our results imply that participative leadership, in and of itself, is not enough

Exhibit 5:
Final Model of Leadership's Influence on Employee Responses



Note: Employee-based constructs are shaded. Correlations between the leadership style constructs have been omitted. Asterisks (*) indicate that path was not hypothesized. $\chi^2_9 = 3.91$ ($p = .917$), goodness-of-fit index (GFI) = .996, adjusted goodness-of-fit index (AGFI) = .986, normed fit index (NFI) = .986, root mean square of residual (RMSR) = .019.

to influence employee satisfaction directly. We hypothesized a positive relationship between empowering leadership and job satisfaction in hypothesis 6c. However, the results indicate that this direct relationship is negative. Finally, contrary to hypotheses 7b and 7c, neither participative nor empowering leadership directly influences employees' commitment to service quality.

Shared values have a positive effect on role clarity, job satisfaction, and commitment to service quality, supporting hypotheses 8a, 8b, and 8c. The path between shared values and job satisfaction is the strongest in the model. In fact, shared values exerted the strongest effects of any construct in the model. This finding stresses the importance of aligning employee and organizational values in a hotel setting. Similarly, role clarity has a positive effect on both job satisfaction and employees' commitment to service quality, supporting hypotheses 9a and 9b. Finally, hypothesis 10 is not supported, as job satisfaction does not influence employees' commitment to service quality. While previous research had suggested this relationship, our finding is not

altogether unreasonable. Employee commitment to any organizational goal or initiative is likely to be influenced by many different factors, of which job satisfaction is only one.

Our hypotheses are concerned with the direct effects of management's commitment to service quality and leadership styles on employees' performance. However, given some of the unexpected findings in our study, we were interested in the total effects of these managerial constructs on employees' attributes. Accordingly, we computed their direct, indirect, and total effects as shown in Exhibit 6. We use these findings, as well as our hypothesis testing results, in drawing implications from our study.

A Critical Juncture

Ours is one of the few studies we have seen in the marketing and hospitality literatures to concurrently examine the role of different leadership styles in enhancing employee commitment to service quality. By measuring the perceptions of both managers and employees, our study captures the critical point where management initiative translates into employees' actions. Our findings

Exhibit 6:
Management Commitment to Service Quality and Leadership Styles: Decomposition of Effects on Frontline Employee Job Responses

	Management Commitment to Service Quality			Participative Leadership Style			Empowering Leadership Style		
	Dir.	Ind.	Total	Dir.	Ind.	Total	Dir.	Ind.	Total
Participative leadership style	.263*	—	.263*	—	—	—	—	—	—
Empowering leadership style	.321*	—	.321*	—	—	—	—	—	—
Shared values	—	.016 ^b	.016 ^b	-.209	—	-.200	.223	—	.213
Role clarity	.134	.006 ^b	.137	—	-.070	-.070	—	.075	.075
Job satisfaction	—	-.014 ^b	-.014 ^b	—	-.155	-.155	-.186*	.165	-.018 ^b
Employee commitment to service quality	—	.035 ^c	.035 ^c	—	-.082	-.082	—	.088	.088

Note: Except as noted, effects are significant at the .05 level (two-tailed). Dir. = direct; Ind. = indirect.

a. Significant at the .01 level (two-tailed).

b. Not significant.

c. Significant at the .10 level (two-tailed).

provide practical foundations for understanding frontline employees' responses to managers' leadership styles in an organizational climate geared toward service quality. In the sections that follow, we discuss the managerial implications of our study, along with its limitations and directions for future research.

Managerial Implications

Our results underscore a major theme in the hotel industry: that is, initiatives directed toward enhancing the hotel's service quality begin with management. Since guests rarely interact directly with management, frontline employees fulfill this vital function of demonstrating the hotel's commitment to high-quality guest service. So it is that hotel managers must constantly work to influence employees, so that they adopt the manager's, and presumably their firm's, customer orientation and commitment to serving customers well.

We suggest that hotel managers can exert this needed influence in at least two ways.

First, without regard to leadership style, the manager's own commitment to service quality has a direct influence on whether frontline employees clearly understand their job. In that regard, management commitment to service quality is the only construct in our model having a direct effect on employees' role clarity. This suggests that when hotel managers exhibit a personal commitment to serving customers, they are able to communicate their expectations to employees in a way that is independent of the manager's leadership style. Essentially, the hotel manager is able to exert this important influence on employees by acting as a role model and leading by example. Clearly articulating expectations also has the added benefit of increasing job satisfaction and employee commitment to service quality.

Second, the hotel manager's leadership style itself plays a critical role in channeling the manager's commitment to service quality to employees. Our results indicate that the main path of leadership influence lies in increasing the extent of

shared values between the hotel and its employees. Moreover, this path of influence may well be the most important effect of leadership in that shared values exert the strongest effects on the other employee outcomes in the model. Knowing that the leader's influence flows through shared values is vital to managing frontline employees effectively. However, the hotel manager must still choose an appropriate leadership style to accomplish his or her goals.

Based on our results, we argue that the ideal leadership style for managing frontline hotel employees is transformational. Of the three leadership styles we examined, only empowering leadership promotes shared values. An empowering leadership style encourages frontline employees to take ownership of their jobs and to more easily assimilate the manager's service-oriented values (Bowen and Lawler 1992; Spreitzer, De Janasz, and Quinn 1999). Furthermore, our study did not affirm other researchers' concerns over what seemed to be a tendency of empowering leadership to reduce employee job satisfaction. Scholars have argued that empowerment can reduce job satisfaction because it adds potentially unwanted duties and responsibilities to the job (Conger and Kanungo 1988). Our results indicate that the total effect of empowering leadership on job satisfaction is not significant.

We were surprised by the direct negative effect of participative leadership on shared values, along with its negative effect on the other employee measures examined in our study. The negative relationship between participative leadership and shared values is particularly troubling, because shared values exerts the strongest influence on how employees view their job. A possible explanation for this finding may lie in the fact that we measured managers' and employees' views of these constructs separately. Perhaps hotel managers and frontline employees do not generally

agree on the extent to which the manager exercises participative leadership. Employees may be allowed to have input to the decision-making process, but their ideas may not be fully considered or implemented by the manager. In this case, where managers essentially pay lip service to employee participation, employees may see the manager as disingenuous. It is important to note that participative leadership implies only that the manager consults with employees, but not necessarily that their suggestions will be implemented. Especially given the expectation that ideas will be considered, employees whose ideas or suggestions are repeatedly ignored by the manager may be less likely to share the firm's or the manager's values.

The complete lack of any effect for directive leadership in our model is reasonable given our study's setting. Our results offer compelling empirical support to scholars who argue that directive leadership is incompatible with the requirements of the service environment (cf. Bowen and Schneider 1985; Hartline and Ferrell 1996). Given this incompatibility of directive leadership, we point to leadership style as an important consideration when hotel executives recruit, select, and train of their managers. In particular, we suggest that hotels seek out individuals who exhibit the characteristics of empowering leadership. Incumbent managers who do not embrace empowering leadership, especially those who employ a relatively directive leadership style, can be trained to empower employees (Bowen and Lawler 1992; Conger and Kanungo 1988).

When viewed in total, the fundamental implication of our study is that managers who are committed to service quality and employ an empowering leadership style can create a transformational climate that conveys their commitment to quality service to their frontline employees. Additionally, employees in this empowering environment

are more likely to share the organization's values, understand their role in the organization, and be more satisfied with their jobs—with the result being high-quality service (Hartline, Maxham, and McKee 2000).

Limitations

Our findings should be viewed in light of our study's limitations. First, our study was conducted in a single service tier of hotels, all of which had a similar quality-price relationship. Although this may raise concerns over limited generalizability, conducting the study within a single service tier eliminated the potential for problems associated with variation due to different operating structures or hotel amenities. It is worth noting that our sample did not include the extreme ends of the hotel spectrum (high price or low price), but the constructs investigated in our study are applicable to any tier of service within the hotel industry.

Second, we were not allowed to contact employees directly. Instead, we relied on general managers to distribute the surveys randomly per our explicit instructions. We acknowledge that this procedure created a potential for bias if the managers did not, in fact, randomly distribute the surveys. However, since the managers were not informed of the purpose of our study, they did not have a substantive reason for failing to follow our instructions. Likewise, the participating hotels did not allow us to contact nonrespondents to test for distribution bias. Nevertheless, the results of a time-trend extrapolation test indicated that the probability of distribution bias is minuscule (House and Dessler 1974).

A third potential limitation is the fact that we did not measure leadership styles from the employees' perspective. Certainly, the measurement of both managers' and employees' perceptions of leadership style would have been valuable in terms of cross-validation.

However, one benefit of our approach is that measuring the constructs from different perspectives greatly reduces the potential for common methods bias. A valuable extension to our research would be to collect both managers' and employees' perspectives to examine whether the leadership style espoused by the manager is consistent with the leadership style that is perceived by employees.

A fourth limitation is the potential for social desirability response bias that is an inherent risk associated with self-report measurement instruments. For that reason, we recommend that future studies on the topic measure social desirability response bias or consider measuring the constructs using a method other than self-report surveys.

Finally, the explanatory power of our model is limited to its included constructs. There are other constructs that could potentially affect the relationship between management commitment to service quality and employees' job actions. We chose, however, to focus on activities that have been directly linked to customer perceptions of service quality. In this vein, our model adequately addresses the research questions posed by our study.

Future Research

Our findings suggest several considerations for future research. First, our study could be replicated in other hotel tiers. For example, directive leadership could be more appropriate in settings where maximum control and rapid decision making are needed, such as during times of peak demand (e.g., conventions, overbooked properties) or during emergencies. Likewise, participative leadership may be more applicable to hotel services that are delivered after extensive consultation among the members of a delivery "team" (e.g., development of new amenities or programs, planning for special events). In these settings, empowering leadership may

actually be detrimental to employee functioning and to service quality.

Second, managers often adjust their leadership style according to the situation (Armstrong and Overton 1977). While our study focused on general tendencies toward a given leadership style, future studies could examine how specific situations influence leadership styles. Identifying the situations that alter managers' leadership styles would be a worthwhile avenue of research.

Finally, future research could address how leading by example (i.e., role modeling) works in conjunction with a transformational leadership strategy. Leading by example can be used as part of a transformational leadership strategy to increase employees' motivation (Rich 1997). Specifically, leading by example can increase persuasiveness, engender cooperation, and increase employee responsiveness, credibility, and trust (Hermlin 1998).

Appendix A Confirmatory Factor Analysis Results

	Factor Loading	t-Value
Management commitment to service quality (MCSQ)		
1. I feel strongly about improving the quality of my organization's services	.681	11.22
2. I enjoy discussing quality-related issues with people in my organization	.817	14.46
3. I gain a sense of personal accomplishment in providing quality services to my customers	.655	10.68
4. I explain to all of my employees the importance of providing high quality services to our customers*		
5. I often discuss quality-related issues with people outside of my organization*		
6. Providing high quality services to our customers should be the number one priority of my organization*		
7. I am willing to put in a great deal of effort beyond that normally expected in order to help my organization deliver high quality services to our customers	.698	11.59
8. The way I feel about quality is very similar to the way my organization feels about quality	.653	10.62
9. I really care about the quality of my organization's services	.763	13.10
Directive leadership style		
1. I let employees know what is expected of them	.590	8.37
2. I encourage the use of uniform procedures	.470	6.49
3. I try out my ideas on employees	.325	4.36
4. I make my attitude clear to employees	.471	6.51
5. I make sure that my role in the organization is understood by employees	.500	6.95

(continued)

Appendix A (continued)

	Factor Loading	t-Value
6. I maintain definite standards of performance	.557	7.83
7. I ask that employees follow standard rules and regulations	.532	7.45
Participative leadership style		
1. I encourage employees to participate in important decisions	.793	12.28
2. I encourage employees to speak out when they disagree with a decision	.642	9.65
3. I make most decisions without asking employees for their opinions (-) ^b	.563	8.30
4. I make important decisions without involving employees (-) ^b	.508	7.38
Empowering leadership style		
1. I allow employees complete freedom in their work ^a		
2. I permit employees to use their own judgment in solving problems	.548	7.80
3. I encourage initiative in my employees	.711	10.40
4. I let employees do their work the way they think best ^a		
5. I assign tasks, then let employees handle them ^a		
6. I turn employees loose on a job, and let them go to it ^a		
7. I allow employees a high degree of initiative	.665	9.67
8. I trust employees to exercise good judgment	.490	6.89
Shared customer-oriented values		
1. Professionalism: Behaving in a businesslike manner	.669	19.41
2. Aggressiveness: Being considered a bold, enterprising company. Actively hustling in the marketplace	.589	15.86
3. Ethics: A company's concern for the honesty and integrity of all employees in conducting company activities	.666	19.31
4. Creativity: Being imaginative and innovative in the development and delivery of services	.690	20.23
5. Industry leadership: Being considered by everyone in the industry to be the number one company	.688	20.14
6. Superior quality and service: Providing high quality services to customers as fast and friendly as possible	.707	20.89
7. Employee morale and satisfaction: A positive feeling for the company and job, a feeling of belonging	.711	21.06
Role clarity: How certain are you about . . .		
1. How best to serve customers	.584	16.86
2. How much time you should spend on various aspects of your job	.636	18.74
3. How to resolve customer complaints	.589	17.04
4. How to fill out required paperwork	.506	14.21
5. How to plan and organize your daily work activities	.600	17.44
6. How to handle unusual problems or situations	.677	20.34

(continued)

Appendix A (continued)

	Factor Loading	t-Value
7. Where to get assistance in doing your job	.529	14.97
8. The extent to which you can bend the rules to satisfy customers	.557	15.92
9. The extent to which you can make decisions without your supervisor's approval	.574	16.52
10. Your company's rules and regulations	.618	18.09
11. How your supervisor will evaluate your performance	.697	21.13
12. How satisfied your supervisor is with your performance	.680	20.45
13. The aspects of your work-related training	.691	20.90
14. The factors that determine your promotion and advancement	.628	18.45
15. How your supervisor expects you to allocate your time	.724	22.27
16. How satisfied your customers are with your performance	.616	17.99
17. What your customers expect of you in performing your job	.666	19.91
Job satisfaction		
1. Your overall job	.591	16.53
2. Your supervisor(s)	.604	16.97
3. Your organization's policies	.761	22.94
4. The support provided by your organization	.836	26.15
5. Your opportunities for advancement with this organization	.622	17.59
Employee commitment to service quality (ECSQ)		
1. I feel strongly about improving the quality of my organization's services	.496	13.40
2. I enjoy discussing quality-related issues with people in my organization	.578	16.05
3. I gain a sense of personal accomplishment in providing quality services to my customers	.744	22.22
4. I completely understand the importance of providing high quality services to our customers	.721	21.28
5. I often discuss quality-related issues with people outside of my organization ^a		
6. Providing high quality services to our customers should be the number one priority of my organization	.586	16.32
7. I am willing to put in a great deal of effort beyond that normally expected in order to help my organization deliver high quality services to our customers	.723	21.35
8. The way I feel about quality is very similar to the way my organization feels about quality ^a		
9. I really care about the quality of my organization's services	.676	19.55

Note: Manager data (n = 236): $\chi^2_{(236)} = 427.79$, $p = .000$; goodness-of-fit index (GFI) = .855; adjusted goodness-of-fit index (AGFI) = .817; RMSR = .04. Employee data (n = 561): $\chi^2_{(561)} = 2,670.35$, $p = .000$; GFI = .812; AGFI = .787; RMSR = .06.

a. Item was dropped during confirmatory factor analysis due to a nonsignificant t-value.

b. Negative signs (-) indicate reverse scoring.

Appendix B

Measures Correlations, Means, and Standard Deviations

Measure	Mean	SD	1	2	3	4	5	6	7
1. MCSQ	4.59	.485							
2. Directive	4.25	.378	-.39						
3. Participative	3.98	.617	.38	.47					
4. Empowering	4.08	.487	.32	.39	.55				
5. Shared Values	5.84	.732	.06	.07	-.04	.12			
6. Role Clarity	3.98	.609	.13	.08	.02	.04	.35		
7. Job Satisfaction	3.73	.498	-.03	.07	-.15	-.10	.71	.46	
8. ECSQ	4.45	.291	-.06	.12	-.01	.03	.37	.34	.34

Source: Measures used in the study were adapted from Brown and Peterson (1993), Chonko, Howell, and Bellenger (1996), Cook et al. (1981), Enz (1986), Mowday, Steers, and Porter (1979).
 Note: Coefficients of .13 or greater are significant at the $p < .10$ level, while coefficients of .32 or greater are significant at the $p < .01$ level. MCSQ = management commitment to service quality; ECSQ = employee commitment to service quality.

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