The Effect of Leadership Behaviour on Work Engagement and Organizational Values

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Abstract
Organizational values are the standards and desirable end states on which the organizational behaviour of employees is based. The purpose of this study is proposing a model to determine the effect of leadership behaviour on work engagement with organizational values. The goal of the implementing initiating and consideration leadership with work engagement mediates the relationship between values adoption in organization. Relevant to the issues above, this study intends to generate a new framework for further research pertaining to adoption of their hotel’s value in organization relationships. A review of literature was conducted to propose the theoretical framework based on the recognized variables. In addition, the paper provides insight of each variable of the theoretical model. Furthermore, understanding which leadership practice can enhance quality of aligning employee across organization’s values identity as result of current study is most significant. It advances knowledge and understanding of how key variables which may affect in adoption of organizational values in hotel Industry in Kuala Lumpur, Malaysia and it may also be used to assist organizations in formulating strategies to increase organization values in long term. The most significant result of current paper will present novel experience in four and five stars hotels for first time within academic studies. Finally, this study is one of the first to highlight the effect of initiating and consideration leadership on work engagement and organizational values.

Keywords initiating leadership, consideration leadership, work engagement, organizational values

1. Introduction
Leaders have been recognized as ‘ethical stewards’ who make organizational systems which support their values (Caldwell et al., 2008). Dhar and Mishra (2001, p. 254) declare that in services, leadership is about ‘purpose-process-people’, instead of ‘strategy-structure-systems’; in this manner, leadership is essential to attract the best leverage employee knowledge and skills. Clark et al. (2009); Edmonson and Cha (2002) clarify that leaders are evaluated, in addition to different measurements, on the premise of their apparent values. Consequently, when employees perceive that a leader is behaving at conflicting with their values, even if they are not, they are perceived as hypocrites and lacking in personal commitment.

Clark et al. (2009) state that the way of impact between leadership and shared values ‘may well be the most important effect of leadership’ in services as shared values result in more excellent part clarity and engagement to service quality amongst employees. Directors’ care and concern and communication are instrumental in encouraging employees to live the value (Boyd & Sutherland, 2006). Such leadership style attributes have particular effect during times of progress. Kim and Mauborgne (2005) clarify that, in times when the status quo is challenged, tipping point leadership is needed. Such leaders understand when their organizations are ‘welded to the status quo’ (Kim & Mauborgne, 2005, p. 150) and can effect change, overcome opposition, ‘jump the resource hurdle’ (Kim & Mauborgne, 2005, p. 156) and inspire unmotivated staff through exciting visions and highly visible managerial actions.

As stated by Bakker (2011); Othman (2012), engaged employees are more likely to work harder through elevated levels of discretionary efforts when compared to those who are disengaged. However, it should be noted that employees cannot always be engaged in their work; they need some time and opportunities for recovery (Bakker, 2011; Othman, 2012). Recent efforts have highlighted the
importance of research engagement which focuses on human strengths and optimal functioning (Nasurdin & Ling Suan, 2014). Despite its potential functional outcomes, research on the prevalence and antecedents of research engagement remains scarce (Nasurdin & Ling Suan, 2014). However, it should be reiterated that regarding the commitment of the employees to the employers or if their degree of engagement affects the adoption of their values has not been fully understood.

There are few studies respecting how to build successful values for organization. Novel models of organizational values do not adequately identify the significance of equalling staff and manners with the favourable values and treatments (Lynch & De Chernatony, 2004; Urde, 2009). Likewise, little research has been observed regarding the effect leadership-practices can serve upon encouraging the pleasant values and treatments between staff (Aurand et al, 2005). Nowdays, the marketing is changing to the direction of the interchange of professional skills and knowledge (Lusch & Vargo, 2006) and value is growingly made via staff-client relationship (Vargo & Lusch, 2004). This implies that employee and commitment will increasingly differentiate successful organization values in various industries from less successful in the future. However, their research did not elaborate on the processes by which leadership practices achieved employee engagement, and encouraged relevant behaviours, which is a gap this current research addresses.

This paper concentrates upon hotels’ staff as a leading tool which can influence clients. In other words, values can be seen as leading functions of behaviour, or the finishing points (Meglin & Ravlin, 1998; Rokeach, 1973). They make it clear for staff respecting the kind of manner they should behave (Meglin & Ravlin, 1998) or illustrate preferred end-states. In the context of branding, the words organizational values and brand values are sometimes used interchangeably in the extant literature (Wallace et al., 2011).

This current paper is opened through the exploration of the literature with respect to the instinct of values, initiating, consideration leadership and work engagement as consequences of organizational values, the research objectives driving this study are as follows:

1. To investigate the influence of initiating and consideration leadership on organizational values.
2. To investigate the influence of initiating and consideration leadership on work engagement.
3. To investigate the influence work engagement on organizational values.
4. To investigate the influence of initiating and consideration leadership on organizational values as mediated by work engagement.

Figure 1 Proposed theoretical model
The proposed model is designed with initiating, consideration leadership as independent variables. Work engagement with three dimensions namely, vigor, dedication and absorption plays role as mediator, whereas organizational values is a dependent variable. The following discussion provides an overview of variables and conclusion as well.

2. Leadership behaviour
A leader’s behaviour is a powerful display of mannerisms that convey the expectations and values of the organization that sets the tone for the organizational climate (Fleishman et al., 1991). According to Yukl (2006), researchers have spent more time and energy conducting research on leadership behaviour than on any other aspect of leadership. Despite the fact that there could potentially be numerous leadership behaviours, Fleishman et al. (1991) identified two specific kinds of leadership behaviours: task-oriented behaviours and relations-oriented behaviours. It is discussed in the next following section about leadership behaviours.

2.1 Initiating Structure Leadership Style
Given the sample of leadership behaviour that has been empirically inspected within organization, category of behaviour is subsumed under task-oriented leadership: initiating structure. It is examined in turn with an emphasis on how it fitted into the framework. Grounded in the work of the Ohio studies of the 1950s (Stogdill & Coons, 1957), initiating structure is characterized as “the degree to which a leader defines and organizes his role and the role of his followers, is oriented towards goal attainment and establishes well established patterns and channels of communication” (Judge et al., 2004, p. 36).

According to Greenberg and Baron (2007), initiating structure is one of the major dimensions of leader’s behaviour that emphasized on task orientation. Leaders who characterized this type of leadership style are more likely to focus on a group’s objective and means to achieve the goals by defining and structuring his or her role as well as those employees who are searching for goal achievement; they are also more dedicated to value productivity where leaders will established well-defined patterns of organization and channels of communication (Greenberg & Baron, 2007; Wong et al., 2007). In addition, Schmid (2006) also mentioned that task oriented leaders often focused on implementing, planning, budgeting, organizing, administrative communication, decision making, coordinating, and other related roles that will enable him or her to attain the desired objective with minimal consideration on human factors. This is aligned to the characteristic of instrumental leadership that focused on productivity goals instead of people oriented.

Previous findings demonstrated that initiating structure has moderate relationships with leadership outcomes and with group–organization performance (Judge et al., 2004). As initiating structure comprises of behaviours which work to ensure that members have a clear sense of direction and purpose, it is expected to be positively related to perceptions of team effectiveness and team productivity. This behaviour acts as a resource that the leader uses to personnel resources and manage material through the provision of clear, compelling, purpose-orientated direction. This direction serves to guide team action towards objective and goal attainment.

2.2 Consideration Leadership (Supportive Leadership Behaviour)
Given the sample of supportive leadership behaviour that has been experimentally inspected within organization, classification of behaviour is subsumed under people-oriented leadership: consideration. It is examined thusly, with an emphasis on how it related back to the framework. In light of Ohio studies of the 1950s (Stogdill & Coons, 1957), consideration is “the degree to which a leader shows concern and respect for followers, looks out for their welfare and expresses appreciation and support” (Judge et al., 2004, p. 36).

Supportive leadership behaviour is defined as the “attitudes, communication, behaviours and actions by supervisors and managers that enable staff to feel supported” (“Supportive leadership workshop” as cited in Muller et al., 2009, p. 1). In another way, it is described as the leadership behaviour that has the ability to create psychologically friendliness environment and supportive through the incorporation of employees’ suggestions and ideas into the leader’s decision making.
process (Mulki et al., 2009). Looking at these definitions, supportive leadership behaviour can be identified as a type of leadership style that takes employees’ wellbeing and feelings into consideration while creating settings that will convince the employees that they were being supported.

Allen et al. (as cited in Mulki et al., 2009) pointed that the considerate characteristic of supportive leaders was found to be influential towards organizations in several aspects, such as employees’ work engagement, job satisfaction, and employees’ turnover intention. In a research done by Dixon and Hart (2010) on the effect of Path-Goal leadership style, supportive leadership behaviour was found to be significantly related to the turnover intention, showing effect of lowering employees’ turnover intentions. Meanwhile, researchers also found that supportive leadership is linked to the field of occupational stress; whereby the characteristics of this type of leader is capable in influencing the well-being of employees through some kind of social support, which is especially impactful to those who are experiencing stress (Rafferty & Griffin, 2006). In other words, supportive leaders are able to reduce the stress level of employees because of the characteristics they embraced, such as approachable and considerate that allows employees to express their thoughts and concerns.

3. Work Engagement
A service employee who is engaged can be characterized as enthusiastic, motivated, energetic and passionate about his or her work, whereas a disengaged worker is one who is estranged, apathetic, robotic, depersonalized and withdrawn from her or his job (Salanova et al., 2005). Engagement has been defined as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002, p. 74). Vigor refers to a willingness and determination to exert energy and effort in one’s work and to be resilient and persistent when confronted with obstacles. Dedication is analogous to an emotional component of engagement in that dedication refers to finding meaning and purpose in one’s work and being inspired, enthusiastic, and proud of one’s work. Absorption parallels the cognitive component of engagement.

The popular press and consulting firms found that the employee engagement would be a great significant factor to enhance their quality and performance in their community in previous decade (SheeMun et al. 2013). Although there are many business concepts can be found to be significant, the employee engagement is one of those business concepts which can affect the employees to enhance their interest of their workplace. The employee engagement can determine a significant effect which is to understand how involved and enthusiastic an employee is on his work that he creates a positive influence on his co-workers (SheeMun et al., 2013). It is found that the hotels are labour-intensive, the employees are playing golden significant role that are working at front desk or frontiers job position. Since hotels are labour-intensive, employees especially those at the frontline play a significant role in ensuring superior service delivery (Nasurdin & Ling Suan, 2014). Engaged employees are bound to portray a positive outlook toward their job and more willing to devote their time and effort in serving their customers, all of which will lead to higher perceived service quality and ultimately greater customer satisfaction (Nasurdin & Ling Suan, 2014).

In recent years, research on work engagement in the tourism sector has been increasingly carried out. Karatepe and Olugbade (2009) reported that trait competitiveness enhanced hotel frontline employees’ work engagement. Also in the restaurant industry, pienaar and Willems (2008) suggested that coping strategies are related to work engagement of frontline employees. More recently, slatten and mehmetoglu (2011) discovered that in the hospitality industry, work engagement was predicted by role benefit, job autonomy, and strategic attention. Work engagement was also found to predict innovative behaviour. Moreover, pienaar and willemse (2008) study indicated that work engagement was linked to workplace ostracism and personality traits. At the local front, a study was previously carried by (Shahril, 2010; SheeMun et al., 2013) on employee engagement in Malaysia.

4. Organizational values
Urde (2003) highlights that the acknowledging, application and functioning of the value credentials of the organization brand are often matters that can be neglected, forgotten or unclear. He continues to mention that the expressions associated with the combination of values employed to generate the
identity of the organization brand can create uncertainty. Due to these circumstances Urde states that there are no evident connections to creating and sustaining the organization brand, as values are difficult to relate to. He illustrates that values can be interpreted as the rules of the company, the religion of the company, provides a company with a cohesive mission and vision, accepted intrinsic principles, exclusive core practices, storytelling and an element of intellectual assets. These internal values are maintained by Urde to describe what the company represents, and are an essential source for core values which generate the distinctiveness of an organization. Thus this implies that core values have an instrumental role in employee performance and communication in organization.

At the point when employees understand the values upheld by senior management, and enact the values during the service delivery, the value is “true” to itself (Kimpakorn & Tocquer, 2009). Having shared values represents an intangible possession helping to service quality through diminishing the service–performance gap (Chenet et al., 2000). They likewise help service employees through offering rules for behaviour in stressful situations (Karatepe et al., 2010). Additionally, when values are shared, employees interpret stimuli in the same way (Meglino & Ravlin, 1998), forge strong relationships even though circumstances are unstable or uncertain (Voss et al., 2000), and are better fit to manage with aggravated clients (Maxham & Netemeyer, 2003).

Numerous organizations discovered change to be a real challenge (Md. Zabid et al., 2004). The change handle in every organization is unique in each situation, because of the contrasts in the way of the organization, the way of the business, the work society and values, management and leadership style, furthermore the behaviour and attitude of the employees. Further, the risk of disappointment is greater as individuals are generally resistant to changes (Md. Zabid et al., 2004). For some, change may bring satisfaction, joy and advantages, while for others the same change may bring pain, stress and disadvantages. Along these lines, managing the human part of the organization becomes a significant challenge in handling change progress methods in the organization as it includes values, inclination, and attitudes toward a particular activity (Md. Zabid et al., 2004).

5. Conclusion
In this research, an attempt was made to conceptually clarify the implementation of leadership behaviour on making tough relationship and organizational values. In this study, we proposed a model that describes the connections between initiating leadership, consideration leadership, work engagement and organizational values. Leadership behaviours that is explained based on instrumental and supportive leaders has been employed in this research. The highlight point in this paper is the application of this model to determine the impact of work engagement as mediated between leadership behaviour and organizational values. Hopefully, the findings from this research will be useful for hotel values and their brand value are now being utilised as a means to rebuild trust and strong connections between customers. It is critical that hotel industry employees live their brand values, to ascertain that the brand message is strengthened via employee communications with clients. This study thus contributes towards more effective leadership practices by suggesting that its implementation must take into account the proposed mediating factor, work engagement so that appropriate measures can be undertaken to ensure that the performance of the hotel can be sustained through its employees so that they can provide better service quality to the hotel customers.

References


