The Effect of Leadership Behavior on Job Satisfaction and Organizational Values

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Abstract
Hotel values and their brand value are now being utilized as a means to rebuild trust, construct strong connections and engender customer loyalty. It is critical that hotel industry employees live their brand values, to ensure that the brand message is strengthened through employee interactions with customers. The purpose of this study is proposing a model to determine the effect of leadership behaviour on job satisfaction with organizational values. The goal of the implementing initiating and consideration leadership with job satisfaction mediates the relationship between values adoption in organization. Relevant to the issues above, this paper 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, the goal of this research is to offer an integrated approach to understanding organizational values by examining the theoretical and empirical evidence on the relationship among leadership behaviour and job satisfaction. The obtained results taken out of such a study is going to offer fruitful implications not only for theory but also for the directors and managers to help hotels recover from damaged client relationships and rebuild customer trust in consequence of values adoption. In particular, the intention of the study is to find out which factors contribute significant to the best organizational values in hotel industry in Kuala Lumpur, Malaysia. Finally, this study is one of the first to highlight the effect of initiating and consideration leadership on job satisfaction and organizational values.

Keywords initiating leadership, consideration leadership, job satisfaction, organizational values

1. Introduction
In most organizations, values are characterized in lofty terms that are challenging to make as useful, day-to-day application. According Blanchard (2010) without clearly characterized behavioural guidelines describing exactly how “great corporate citizen” acts, each leader and employee can characterize those values as it suits their personality, role, and activities. Case in point, if there is not a commonly agreed upon definition of what “honesty” looks like in an organization and an employee doesn’t behave according to how a leader uniquely characterizes this particular value, then the leader’s trust of the employee is disintegrated. The consequence after some time is a loss of respect, increased stress and anxiety, and conflicting treatment of employees and clients (Blanchard, 2010). It is necessary to know that leadership has influence over organizations via determining organizational structure, strategic decision-making, and managing the organizational process. Thereby, effective leadership in an organization is evident in decisions, direct action, value and behaviours (Boyd & Sutherland, 2006). Leaders are critical to values adoption. They encourage employees to believe in their brand’s values and reward behaviours which support organizational values (Fram & McCarthy, 2003; Ind, 2004; Barrow & Mosley, 2005; Boyd & Sutherland, 2006; Ind & Bjerke, 2007). Leaders who are clear about their organization’s reason for being (purpose) and who define what “good corporate citizens” look like (values) are ability to deliver and manage both performance and employee satisfaction over time (Vogds, 2001). The creation of a purposeful culture one that holds employees accountable for exceeding performance expectations while displaying the organization’s declared values is discriminating for business leaders in today’s marketplace (Blanchard, 2010). Henceforth, the researcher delves into the relationship between leadership in hotel and employees’ value adoption.

Job satisfaction plays a significant role in defining organizational success. It is necessary to understand as to how employees can be kept satisfied and motivated to achieve out-of-the ordinary
results. There is a need to create a work environment that encourages employees to give quality response to customer needs (Afshan, 2011). This is the key to pull service-profit chain of business. Satisfied employees generate customer satisfaction by excellence in performance that leads to organizational success thus resulting in improved financial success (Afshan, 2011). So there is a direct connection between employee job satisfaction and organizational values. Employee job satisfaction not only enhances the productivity, but also increases the quality of work (Afshan, 2011). He defined that it is necessary for a company to perceive as to what employees feel, think, desire along with discovering how the workforce devotion and commitment can be increased. With amplifying employee devotion, business outcomes can be improved, productivity can be enhanced, commitment can get intensified and attrition rate can take a dip.

Though the appeal in the creation of values in organizations is largely rising, in the extant literature, there are few studies focusing on how to build successful values for organization. Recently, it has been seen that some researchers namely Diskienė and Goštautas, (2010, 2013) have initiated efforts to increase knowledge within this field. Novel models of organizational values do not adequately identify the significance of equalling staff and manners with the favourable values and behaviours (Urde et al., 2013). Likewise, little research has been observed regarding the effect leadership-practices can serve upon encouraging the pleasant values and behaviours between employees (Aurand et al., 2005). Nowadays, marketing is shifting towards the exchange of professional knowledge and skills (Lusch & Vargo, 2006) and value is created through employee-customer interaction (Vargo & Lusch, 2004). This implies that employee perception and commitment will increasingly differentiate successful organization values in various industries from less successful in the future. However, this research did not elaborate on the processes by which leadership practices achieved employee satisfaction and encouraged relevant behaviours, which is a gap this current research addresses.

This paper and its findings will be considered important to provide insight into the various variables that are needed to ensure the success of the hotel operation in Malaysia. In terms of significance, this study proposes to fill the gap in the body of knowledge in Malaysian hotel industry by addressing these issues: first, the present study intends to investigate the role of leadership behaviour associated with namely by adoption of organizational values. Secondly, this study seeks to investigate whether job satisfaction mediate the relationship between leadership behaviour with values adoption in organization.

This current paper is opened through the exploration of the literature with respect to the instinct of values, initiating and consideration leadership and job satisfaction 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 job satisfaction.
3. To investigate the influence job satisfaction on organizational values.
4. To investigate the influence of initiating and consideration leadership on organizational values as mediated by job satisfaction.
2. Leadership behavior
In their narrative review of the leader behaviour literature, Fleishman et al. (1991) identified 65 distinct classifications of leader behaviour, and subsequent reviews have only further highlighted the proliferation of leader behaviour theories and typologies (Avolio et al., 2007; Pearce et al., 2003). Unfortunately, new leader behaviour theories continue to be conceived without explicit comparison to or falsification of existing leader behaviour theories.

One consistent theme in the literature is that behaviours can be fit into four categories: task-oriented behaviours, relational-oriented behaviours, change-oriented behaviour, and passive leadership. In this section, it is illustrated how this theory of leader behaviours, initiating structure and consideration (IS and C; Stogdill, 1963) can be arranged along these behavioural dimensions. In current research, the most significant categories such as initiating structure as task-oriented and consideration as relational-oriented are examined.

2.1 Initiating Structure Leadership Style (Instrumental Leadership)
Initiating structure is a name provided for leader behaviours which emphasize the attainment of task objectives via the minimization of role ambiguity and conflict (Stogdill & Coons, 1957). It has been contended that initiating structure comprises of two sub dimensions: autocratic leadership and directive leadership (Pearce et al., 2003). Autocratic behaviour comprises of making decisions without consulting team members (Bass, 2008). In sum, the set of leader behaviours that are encompassed by initiating structure are primarily orientated towards task accomplishment. Conversely, directive behaviours include: initiation and organization of work group activity, assignment of tasks, particular of the way work is to be directed, attention on objective achievement, and the establishment of clear channels of communication.
A voluminous pre-1990 literature exists on the traditional leader behaviours of initiating structure, whereby the leader defines, directs, and structures the activities and roles of subordinates toward attainment of the team’s goals (Bass, 2008; Yukl, 2002). Judge et al. (2004), however, called initiating structure one of the “forgotten ones” of leadership research because of its absence in published studies since 1987, and their meta-analysis found initiating structure to have been an important predictor of performance at individual and group–organizational levels. Because initiating structure emphasizes the leader’s assignment of tasks and definition of roles for subordinates, it is also logical that it will be more effective in development projects, which usually entail incremental innovation, tend to have the needed knowledge residing within the project, and require the coordination and internal diffusion of such knowledge by task assignments among team members (Judge et al., 2004).

2.2 Consideration Leadership (Supportive Leadership Behaviour)
Consideration is a label for leader behaviours which are maintaining at supporting close social relationships and group attachment (Judge et al., 2004). As a rule, dyadic relationships characterized by consideration reflect two-way open communication, trust and mutual respect, and an emphasis on satisfying employee needs. Rather than the task-oriented behaviours subsumed under consideration behaviours reflect an emphasis on the person and personal relationships (Judge et al., 2004).

Moreover, supportive leadership behaviour is also believed to increase employees’ appropriateness, work effectiveness and productiveness (Muller et al., 2009) through guidance of the leaders that helps subordinates to be learnt and effective in their roles, which then ultimately contributed to organization’s and individual goal accomplishment (Banai & Reisel, 2007). In fact, the supportive attitude that leaders portrayed plays an important role in this. According to Gouldner (as cited in Chullen et al., 2010), employees’ performance and work appropriateness are developed as an obligation when they observed that they are trusts receiving supports and other intangible and tangible benefits from their leaders. Leaders’ supportiveness is rather impactful towards employees’ work attitude in the organization (Yur, 2012). In the perspective of organizational support theory, researchers explained that employees who perceived that they are supported by the organization will tend to react with positive cooperative behaviour that lead to organizational goals and objectives achievement; vice versa, if the organization fail in being supportive, employees will engage in job behaviours that are counterproductive, such as unsatisfactory work performance, absenteeism, and other negative conducts (Rhoades et al., as cited in Chullen et al., 2010). Meanwhile, House et al., (as cited in Banai & Reisel, 2007) also agreed that supportive leadership behaviour is closely related to positive followers’ confidence and attitudes, which create positive impact on performance.

3. Job Satisfaction
Spector (1997) describes job satisfaction as “the extent to which people dislike (dissatisfaction) or like (satisfaction) their jobs”. Job satisfaction is a general attitude that the employees have towards their job and is directly related to individual needs including challenging work, equitable rewards, and a supportive work environment and colleagues (Ostroff, 1992). The attitude of the employees towards their job can be measured as high and low. If the employee is unsatisfied with his work, his attitude is negative. If the employee is satisfied with his work, his attitude is positive (Robbins, 2006). Decreasing dissatisfaction will increase the job satisfaction (Crow, 1995). Herzberg’s theory states that job satisfaction can be increased in the company by the use of motivators (Chmiel, 2005). Diskienė and Goštautas (2013) realize that individual and organizational values could provide a source of motivation and catalyze an increase in job satisfaction. The misfit between individual and organizational values of the employees can be a source of cognitive dissonance for the employee and is related to stress and a lower job satisfaction.

It is factual that employee job satisfaction is an innermost concern in service industry. It is a multi-factorial construct. Job satisfaction contains basic factors, excitement factors and performance factors. Basic factors are the minimum requirements that cause dissatisfaction. Excitement factors increase customer satisfaction and performance factors result in satisfaction only when performance is
high (Kurt, et al., 2007). Employee job satisfaction is closely related to service quality and customer satisfaction which is then related to firm profitability. Service quality has a positive persuade on customer satisfaction. Besides this, firm profitability has a reasonable non-recursive effect on employee satisfaction. Employee job satisfaction plays a considerable role in enhancing the firm profitability and improving operational performance of organizations and quality of goods and services. There is no doubt in it that job satisfaction is critical to attain quality and profitability in service industry especially. Job satisfaction impacts quality at industry through satisfaction-quality-profit cycle. In service industry, to achieve quality and organizational values, employee satisfaction is fundamental and without it, service industry cannot think of being successful (Rachel, et al., 2008).

4. Organizational Values
Values are extremely important for sustenance and performance of an organization, the knowledge contributes to enhancing organizational effectiveness (James, 2014). A value is an enduring belief that a particular mode of behaviour or end-state of existence is personally or socially desirable over an inverse or converse mode of behaviour or end-state of existence (Tammaro, 2013). 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.

Research on organizational statements of purpose likewise gives profitable understanding for the present study. Actually, organization’s values explanations and statements of purpose are different. Values statements outline the values of the organization; while statements of purpose hold information about organizational values notwithstanding organizational objectives and destinations. In spite of their disparities, organizational values proclamations have comparative fundamental attributes to statements of purpose, for example, enthusiastic dialect, no particular time span, and a correspondence of what the organization recognizes critical (Francesco et al., 2004). Because of this basic similarity, mission statements and values statements will be used interchangeably in this research.

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, job satisfaction and organizational values. Leadership behaviours that is explained based on instrumental and supportive leaders has been employed in this research. Leaders can help supporters gain an understanding of their performance expectations through formal planning structures or more informal discussions. The highlight point in this paper is the application of this model to determine the impact of job satisfaction as mediated between leadership behaviour and organizational values. Hopefully, the findings from this paper intends to add knowledge and insights to help hospitality human resources development/management practitioners gain a better understanding of the relationships of organizational values along with both its consequences and antecedents. Given that employee satisfaction has just landed on hospitality operators’ discussion lists, examining the relationships of employee satisfaction with its predictors and outcomes among hotel values is an important step. Therefore, management should strive to build an integrative, supportive corporate culture where all employees and the firm as a whole can work in trust and mutual respect, satisfied to common organizational values.
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