

Inspirational and Intellectual Leadership Style in Pearl Continental (PC) Hotels of Pakistan and its Effect on Employees Job Satisfaction.

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ABSTRACT

The purpose of this research is to find the effect of inspirational leadership style and intellectual leadership style on employee's job satisfaction in pearl continental (PC) Hotels of Pakistan. A questionnaire consisting of 14 items based on a five-point Likert scale (from agreeing to strongly disagree) was used to measure leadership style and job satisfaction from a hotel perspective. Using convenience sampling, the researcher distributed 130 questionnaires, were distributed out of which 100 properly filled questionnaires were received forming a percentage of 76.92. The data were analyzed through SPSS statistical packaged software and Descriptive statistics, correlation analysis, and regression analysis were used. The result of the study shows that two types of leadership styles namely; intellectual leadership and inspirational leadership have direct positive and significant relationships with employee's job satisfaction in the pearl continental Hotel of Pakistan.

Key Word: Leadership style, inspirational leadership, intellectual leadership, job satisfaction, Hotel

1 | INTRODUCTION

Leadership style is considered a major subject for researchers because it is still an attractive attribute about the relationship among academics and managers (Wood, 1998). Similarly, the attention to leadership style has come for subordinates since they like to work more effectively and productively when their managers adopted a specific leadership style (Mullins, 1998). Hence leadership style is the most important element of the leadership process since manager develop their leadership style via, their education, training, and experience (Hersey et al., 2001). Now leadership style has different types of dimensions but the most common are inspirational and intellectual leadership styles. Bass and Avolio (1998) argued that the degree of inspiration on which the leader is inspired and appeals to his or her followers is termed as an inspirational leadership style. In addition, the intellectual extent to which a leader engages his/her followers in thinking and understanding complex ideas is termed as an intellectual leadership style.

Job satisfaction is considered an important factor for an organization for two reasons. First employees deserve respect and fair treatment. Second, employees' job satisfaction will affect the function of the organization (Spector, 1994). Moreover, Spector (1994) identifies job satisfaction as a collection of emotions or maybe effective replies associated with the job scenario, or maybe it's "how individuals feel about different factors of their jobs". In addition, Job satisfaction is usually understood to be "the degree to those workers like their jobs" (Stamps, 1997). In the hotel industry, the most common leadership style is intellectual stimulation leadership style

and inspirational leadership style because of unpredictable demand. This creates some difficulties to adopt the participative leadership style in the hotel industry (Wood, 1998). However, managers in the hotel industry may provide some motivators for employees that will improve their job satisfaction (Mullins, 1998). Hence leadership styles are important tools to create motivated employees which in term helps to achieve organizational goals (Kavanaugh et al., 2001) and therefore hotel organizations should employ effective leadership to improve guest services and employees' job satisfaction (Wood et al., 2002). Moreover, researchers also argued that organizations will be successful when their employees have a high level of job satisfaction.

In this paper, the scholar finds out the extent to which leadership style (namely intellectual stimulation leadership style and inspirational leadership style) influence the hotel employees' job satisfaction, by examining how leadership style enhances the level of job satisfaction.

2 | LITERATURE REVIEW

2.1 | Leadership

The systematic study of leadership began in the early 1930s with the study of the “great man” (House & Aditya, 1997). The scholar was interested in finding the traits and quality of leadership which could distinguish leaders from non-leaders. Despite the hard work in this area, only some of the traits and qualities of a leader were found positively related to the leader's appearance and leadership effectiveness. The word “leadership” in the organization deals with the approaches adopted by superiors in the daily activities with the worker. It includes many dimensions like standards, norms, items or issues observed in job condition and effect on worker emotions performance, personality, and behavior (Lock & Crawford, 2004).

Researchers noted that leadership is one of the most important topics all over the world (Kuchler, 2008). Moreover, leadership is the process of convincing people to accomplish the desired goals or outcomes (Jong & Hartog, 2008). In addition, researchers argued that leadership plays a significant role in determining the success or failure of a firm (Lock & Crawford, 2009). Thus a leader motivates, stimulates, encourages, and directs their followers to accomplish the desired results (Gill, 2009).

A leader guides his or her subordinates to do work as a team player and to contribute to attaining a firm's goals and objectives (Wehrich & Koontz, 2010). Even if a subordinate does not agree with his or her boss though he/she will accept the influence of his boss because of his or her power or position (Cialdini, 2010). An effective leader will take his or her subordinates with them by developing and making them important members of the team (Bennis & Nanus, 2011). A similar view of leadership is shared by the researchers who believe that instead of providing vision and guidelines to the followers, leaders are needed to support, cooperate, coordinate, and direct the team efforts towards the accomplishment of common purpose and goals of the firm (Morgan, 2012).

2.2 | Leadership Style Components

Avolio et al., (1995) propose two major components of leadership style: intellectual leadership style and inspirational leadership style.

2.2.1. Intellectual Leadership style

The intellectual Leadership style type of leadership is related to the activities of the leader to promote a culture of challenge, creativity, and innovation among subordinates. This is done by providing the necessary

resources and encouraging the subordinates to do things differently and seek solutions to problems in new ways (Hatter & Bass, 1988). The positive effects of the intellectual stimulation type of leadership have been proved by Bycio et al., (1995) in their research which showed that intellectual stimulation type of leadership had a strong positive effect on putting more effort by followers (Bycio et al., 1995).

2.2.2. Inspirational Leadership style

Inspirational Leadership style is how the leaders motivate and attract their followers to achieve the organizational goals and objectives and to be optimistic about the future (Bass, 1985). The inspiration motivation leaders expertly communicate the organization's vision and mission to their subordinates and inspire them to accept, follow and commit to the vision and mission of the organization (Shirbu & Darshan, 2011).

2.3 | Job satisfaction

Job satisfaction is defined by Locke (1976) as "a pleasurable or positive emotional state resulting from one's job or job experiences". Later, Armstrong et al., (2003) defined job satisfaction as the feelings and attitudes of people toward their job. He mentioned that if people have favorable attitudes towards their job, this means job satisfaction, but if they have unfavorable attitudes towards their job, this means job dissatisfaction. The above explanations deduce that job satisfaction represents the positive attitudes of people and their feelings about their job because they like their job.

Spector (1994) stated that the antecedents of job satisfaction are categorized into two groups. The first group includes the job environment itself and some factors related to the job. The second includes individual factors related to the person, who will bring these factors to the job including previous experiences and personality. Often both groups of antecedents work together to influence on job satisfaction; therefore job satisfaction is determined by a combination of both individual characteristics and job environment characteristics. Moreover, Armstrong [2003] suggested several other factors that affect the level of job satisfaction such as extrinsic factors, intrinsic factors, social relationships in the workplace, individuals' abilities to do their work, and the supervision's quality.

2.4 | Leadership style and job satisfaction

Leadership style and job satisfaction have been extensively researched within the hospitality industry. The importance of leadership was first researched in the 1920s with studies using surveys about job satisfaction; they reported that employees' favorable attitudes toward supervision helped to achieve employees' job satisfaction (Bass, 1990). Several studies were conducted during the 1950s and 1960s to investigate how managers could use their leadership behaviors to increase employees' level of job satisfaction (Northhouse, 2004), these studies confirmed the significance of leadership in making differences in employees' job satisfaction (Bass, 1990).

Employee job satisfaction is influenced by the internal organization environment such as leadership styles (Seashore et al., 1975), and therefore employees are more satisfied with leaders who are considerate or supportive than with those who are either indifferent or critical towards subordinates (Yukl, 1975). Consequently, leadership style is an important determinant of employee job satisfaction. Yousef (2000) found that leadership behavior was positively related to job satisfaction and therefore managers need to adopt appropriate leadership behavior to improve employees' job satisfaction. Managers and their appropriate leadership styles play an important role in

job satisfaction (Chen et al., 2005 & Rad et al., 2006). On the other hand, Yousef (2000) argued that theories developed and tested in Western organizations are also valid for non-Western countries. Hence, the impact of leadership style is very significant on job satisfaction, and this relationship does not differ between west and east and therefore leadership is considered an important process for success or failure of any organization (Lok et al., 2004).

Tsai and Su (2011) confirmed that leadership has a stronger impudence on job satisfaction. Similarly, Shurbagi and Zahari (2012) indicated that the relationship between inspirational leadership and job satisfaction is a positive significant relationship in a national oil company. While, Voon et al. (2011) confirmed that two types of leadership styles, namely, intellectual and inspirational were found to have direct relationships with employees' job satisfaction. Bhatti et al., (2012) found that Leadership style has a positive impact on job satisfaction and public teachers have a high level of job satisfaction rather than private teachers. The researcher concludes from the previous researches that leadership style has a relationship with employee job satisfaction in different sectors. Additionally, Malik et al., (2017) conducted a study regarding transformational leadership and job satisfaction while their study reveals that both types of leadership have a significant effect on job satisfaction. Haleem et al., (2018) study also supported the significant effect of both leadership style and job satisfaction. Furthermore, the study of Eroge et al., (2019), also supported the significant effect of inspirational leadership style and intellectual leadership style on job satisfaction. Moreover, Khan et al., (2020) researched the effect of transformational leadership style and job satisfaction while collecting data in the banking sector of UAE and their result reveals that inspirational and intellectual leadership styles have a positive effect on employees' job satisfaction.

Hence, based on literature the following hypothesis has been developed.

H₀₁: *Inspirational motivation has a significant relationship with employees' job satisfaction.*

H₀₂: *Intellectual stimulation has a significant relationship with employees' job satisfaction.*

The conceptual model of this study is given below which shows the dependent variable job satisfaction relationship with independent variable leadership style domains.

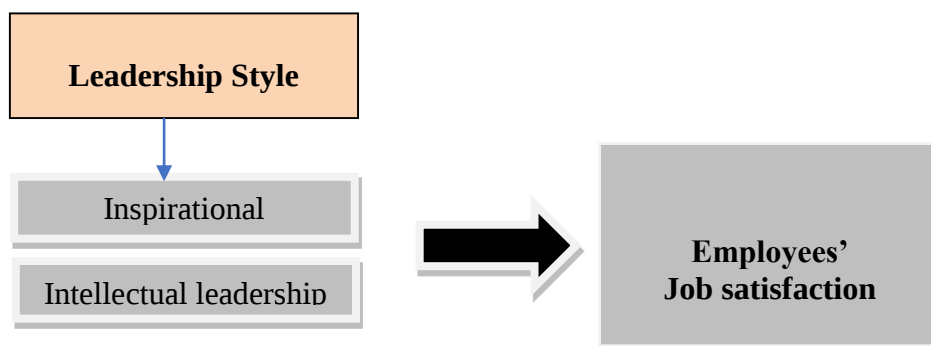


Figure 1. Conceptual Model

Source: A adopted from Avolio et al., (1995)

3 | METHODOLOGY & DESIGN

3.1 | Population and Sample

This study was conducted in the pearl continental (PC) hotels of Pakistan. . Using a convenient sampling technique, we sent out 130 questionnaires and received 100 properly filled in questionnaires. A sample size of 100 employees was selected using convenient sampling techniques.

3.2 | Data Collection Instrument

With the help of self-administered questionnaires, the primary data was collected. Leadership style questionnaires were adopted from the study of Avolio, Bass & Jung (1999) while job satisfaction questionnaires were adopted from the study of Edward & Rothbard (1999) and Weiss, et al. (1967).

3.3 | Procedure and Statistical Methods

130 questionnaires were distributed among different branches of pearl continental hotels out of which 100 filled questionnaires were received forming a percentage of 76.92%. These properly filled questionnaires were used for data analysis in SPSS. . Both descriptive statistics and multivariate analysis such as correlation and regression analysis were conducted to test the hypothesis.

4 | Results and Analysis

4.1 | Frequency Distribution of Respondents

Below table#1 represents the age of the respondents. There were 11 respondents from the age group of 21-25 that formed a percentage of 11. . While 14 of the respondents belonged to the age group of 26-30 years forming a percentage is 14. Similarly, the age group of 31-35 consisted of 21 respondents that formed 21 percent. In addition, 27 of the respondents belonged to the age group of is 36-40 and their percentage is 27. Moreover, there were 7 respondents in the age group of 41-45 and 46-50 that formed a percentage of 7. Furthermore, 5 of the respondents belonged to the age of 51-55 and their percentage is 5. There are 3 of the respondents who belonged to the age of 56-60 with a percentage of 3. The remaining 5 of the respondents are above 60 years of age and their percentage is 5. In this table, the total number of respondents is 100.

Table 1. Age of the respondents				
Years	Frequency	Percentage	Valid percentage	Cumulative percentage
21-25	11	11.0	11.0	11.0
26-30	14	14.0	14.0	25.0
31-35	21	21.0	21.0	46.0
36-40	27	27.0	27.0	73.0
41-45	7	7.0	7.0	80.0
46-50	7	7.0	7.0	87.0
51-55	5	5.0	5.0	92.0
56-60	3	3.0	3.0	95.0
Above 60	5	5.0	5.0	100.0
Total	100	100.0	100.0	

**Source: Authors' research*

The below table no. 2 shows the qualification of the respondents. There are 7 of the respondents having qualification intermediate and their percentage is 7. Similarly, 22 of the respondents are graduates and their

percentage is 22. In addition in this table, 43 of the respondents are postgraduate with a percentage of 43. Furthermore, 19 of the respondents qualify for MS- M.Phil with a percentage of 19, while 9 of the respondents have the education of Ph.D. with a percentage of 9. The total numbers of respondents are 100.

Table 2. Qualification of the Respondents				
Qualification	Frequency	Percentage	Valid percentage	Cumulative percentage
Intermediate	7	7.0	7.0	7.0
Graduate	22	22.0	22.0	29.0
Post graduate	43	43.0	43.0	72.0
MS- M phill	19	19.0	19.0	91.0
Phd	9	9.0	9.0	100.0
Total	100	100.0	100.0	

**Source: Authors' research*

The below table is no. 3 describes the gender of the respondents. There are 87 of the employees are male having a percentage of 87, while 13 of the employees are female having a percentage of 13, and the total employees' are 100.

Table 3. Gender of the Respondents				
Gender	Frequency	Percentage	Valid percentage	Cumulative percentage
Male	87	87.0	87.0	87.0
Female	13	13.0	13.0	100.0
Total	100	100.0	100.0	

**Source: Authors' research*

The below table no. 4 shows the experience of the respondents. 19 respondents are having experience of less than 1 year and their percentage is 19. Similarly, 25 of the respondents have experience of 1-2 years and their percentage is 25. Moreover, 35 of the respondents have experienced 3-5 years and their percentage is 35. In addition 18 of the employees have 6-10 years of experience and their percentage is 18, while 3 of the respondents have over 10 years of experience and their percentage is 3 and the total numbers of respondents are 100.

Table 4: Experience of the Respondents				
Experience	Frequency	Percentage	Valid percentage	Cumulative percentage
Less than 1 years	19	19.0	19.0	19.0
1-2 year	25	25.0	25.0	44.0
3-5 years	35	35.0	35.0	79.0
6-10 years	18	18.0	18.0	97.0
Over 10 years	3	3.0	3.0	100.0
Total	100	100.0	100.0	

**Source: Authors' research*

4.2 | Correlation Analysis

The given table no. 5 shows the correlation between the dependent, job satisfaction, and independent variables, inspirational leadership, and intellectual leadership. The correlation matrix shows a strong correlation of 0.54, 0.53, and 0.46 levels between dependent (job satisfaction) and independent variables (inspirational leadership, and intellectual leadership). Thus the result suggests a significant association between job satisfaction and leadership style.

Table 5. Correlation Analysis			
	Inspirational leadership	Intellectual leadership	Job satisfaction
Inspirational leadership	1		
Intellectual leadership	0.54	1	
Job satisfaction	0.53	0.46	1
** Correlation is significant at the 0.01 level (2-tailed).			
** Correlation is significant at the 0.05 level (2-tailed).			

**Source: Authors' research*

4.3 | Regression analysis

The below table no. 6 depicts a model summary of multiple regression and overall fit statistics. . In this table, the coefficient of determination, R², shows the amount of variance in dependent variable by corresponding independent variables. . The value of R²=0.164 shows that 16.4% variation independent variable is accounted for by independent variables. The extent of variance in the dependent and independent variable is shown by Adjusted R square_ more strict criteria for measuring the amount of variance. The value of the adjusted R square is 0.129 which shows that the dependent variable explains 12.9 % variations in explaining the independent variable. The adjusted R-Square value is not that high as expected. However, job satisfaction is influenced by a plethora of factors therefore the model will show high R-Square if other relevant factors are included in the model.

Table 6. Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409a	.164	.129	.82488
a. Predictors: (Constant), intellectual leadership inspirational leadership.				

**Source: Authors' research*

The value of F in the below table no. 7 below shows the statistical significance of the model ($p < .05$). The value of $F = 4.655$, $p = .000$ ($p < .05$) shows that the model is statistically significant.

Table 7. ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.670	4	3.168	4.655	.000a
Residual	64.641	95	.680		
Total	77.311	99			
Predictors: (constant), intellectual leadership, inspirational leadership.					
Dependent variable job satisfaction.					

**Source: Authors' research*

The below table no. 8 depicts a summary of intercepts, multiple regression estimates, and significance level. Based on the value of t statistic > 2 and significance level $p < 0.05$, the scholar decides upon the acceptance or rejection of the hypothesis with $p < .05$. Thus the inspirational leadership have t statistic value > 2 and significance level $p > 0.05$ stand accepted. These leadership styles have a significant impact on employees' job satisfaction. These findings are in contrast with that of Chen and Spector (1991), Brockner (1988) and DeCremer (2003), Al-Ababneh (2013), Yousaf (2000), Druskat (2000), and Ristow et al., (2003) who noted a positive association between leadership and job satisfaction.

Similarly, the leadership style of intellectual stimulation meets the criteria of t statistics > 2 and significance level $p < 0.05$ which leads us to conclude that intellectual stimulation has a significant impact on the level of employees' job satisfaction. Moreover, the standardized coefficient beta (β) of 0.300 indicates that one unit change in intellectual stimulation will bring 0.30 unit change in employees' job satisfaction. This finding is in line with that of Chen and Spector (1991), Brockner (1988) and DeCremer (2003), Al-Ababneh (2013), Yousaf

(2000), Druskat (2000) Ristow et al., (2003), Malik et al., (2017), Haleem et al., (2018), Eroge et al., (2019) and Khan et al., (2020) who noted a positive association between both leadership style and job satisfaction.

Table 8. Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	2.514	.401			
Intellectual leadership	.226	.073	.300	3.096	.003
Inspirational motivation	.214	.113	.410	5.702	.471
a. Dependent Variable: job satisfactions					

*Source: Authors' research

5 | CONCLUSION

The study was conducted to find the Inspirational and intellectual leadership style in pearl continental (PC) Hotels of Pakistan and its effect on employee's job satisfaction. The result of the study showed that leadership style in terms of inspirational leadership and intellectual leadership had a significant and positive impact on employees' job satisfaction. The paper's contribution is two-fold that is a contribution to the literature, and practitioners (Hotels) by paying more attention to the inspirational leadership and intellectual leadership type of leadership to enhance their employees' satisfaction level. Future research should employ more data for analysis and possibly increase more relevant independent variables to explain sufficient variance in the dependent variables. Moreover, it is acknowledged that the study is not free from limitations and has constrained in terms of limited data, finance, time, and access to respondents.

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