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**THE EFFECT OF ROLE CLARITY ON THE RELATIONSHIP
BETWEEN TRANSFORMATIONAL, TRANSACTIONAL AND
LAISSEZ-FAIRE LEADERSHIP STYLES AND COMMITMENT
TO SERVICE QUALITY**



**DOCTOR OF PHILOSOPHY
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Universiti Utara Malaysia

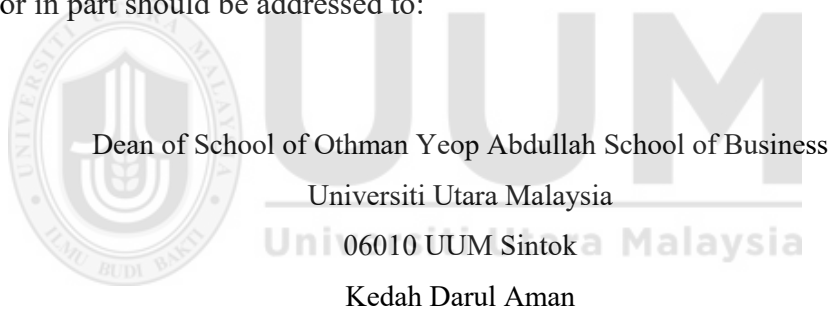
MUNWAR HUSSAIN PAHI

**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia, in Fulfillment of the Requirement for
the Degree of Doctor of Philosophy**

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ABSTRACT

The effectiveness of leadership style initiatives resulting in sustainable competitive advantage and enhanced commitment to service quality has been a major subject of interest for business and academia alike. Past research frequently cites the importance of leadership style (transformational, transactional, and laissez-faire) and commitment to service quality, but only little research has been done to evaluate the linkages between leadership styles and commitment to service quality. Drawing upon cognitive dissonance theory and path goals theory, this study examined the relationship between the transformational, transactional and laissez-faire leadership style and commitment to service quality. This study also examined the moderating effect of role clarity on the relationships between three leadership styles (transformational, transactional, and laissez-faire leadership styles) and commitment to service quality in public hospitals of Sindh Pakistan. A quantitative research design was adopted to collect data, test hypotheses, and answer the research questions. A cross-sectional survey method was used to conduct this study. Using the multi-stage cluster sampling technique, a total of 315 survey responses were collected from the medical officers working in the 43 public hospitals in Sindh, Pakistan. The data was analyzed using SmartPLS 2.0 software. The findings of the study revealed support for the hypothesized three direct influences of transformational, transactional, and laissez-faire leadership style on the commitment to service quality. While role clarity was found to moderate the relationships of two leadership styles, namely transformational leadership and laissez-faire leadership with commitment to service quality, significant moderating effect was not evident for the association between transactional leadership and commitment to service quality. The present study had also discussed the theoretical and practical implications.

Keywords: Commitment to service quality, Transformational leadership, Transactional leadership and Laissez-faire leadership styles, Role clarity, Hospitals of Sindh Pakistan.

ABSTRAK

.Keberkesanan inisiatif gaya kepimpinan ekoran daripada kelebihan saing mampan dan peningkatan komitmen terhadap kualiti perkhidmatan telah menjadi suatu subjek hangat untuk perniagaan dan akademik. Kajian lepas sering merujuk-pakai kepentingan gaya kepimpinan (transformasi, transaksi, dan gaya bebas) dan komitmen terhadap kualiti perkhidmatan, tetapi hanya sedikit kajian telah dilakukan untuk menilai perkaitan antara gaya kepimpinan dan komitmen terhadap kualiti perkhidmatan. Berasaskan teori perancangan kognitif dan teori haluan matlamat, kajian ini meneliti hubungan antara gaya kepimpinan transformasi, transaksi, dan gaya bebas dengan komitmen terhadap kualiti perkhidmatan. Kajian ini juga mengkaji kesan penyederhanaan ketepatan peranan ke atas hubungan antara tiga gaya kepimpinan (transformasi, transaksi, dan gaya bebas) dengan komitmen terhadap kualiti perkhidmatan di hospital-hospital awam Sindh Pakistan. Suatu rekabentuk kuantitatif telah digunakan untuk mengumpul data, menguji hipotesis, dan menjawab soalan-soalan kajian. Pendekatan survei rentas-seksyen digunakan untuk kajian ini. Dengan menggunakan teknik persampelan kelompok berperingkat, sebanyak 315 respon soal-selidik telah dikumpul daripada pegawai-pegawai perubatan yang berkhidmat di 43 hospital awam di daerah Sindh, Pakistan. Data ini dianalisis dengan menggunakan perisian SmartPLS 2.0. Dapatan-dapatan kajian ini mengemukakan sokongan ke atas tiga kesan langsung yang dihipotesis antara gaya kepimpinan transformasi, transaksi, dan gaya bebas dengan komitmen terhadap kualiti perkhidmatan. Sementara ketepatan peranan didapati menyederhana hubungan antara dua gaya kepimpinan, iaitu gaya kepimpinan transformasi dan gaya bebas, dengan komitmen terhadap kualiti perkhidmatan, kesan penyederhanaan yang signifikan tidak ditemui untuk hubungan antara gaya kepimpinan transaksi dengan komitmen terhadap kualiti perkhidmatan. Kajian ini turut membincangkan implikasi-implikasi teoritikal dan praktikal.

Kata-kata kunci:

komitmen kepada kualiti perkhidmatan, Gaya kepimpinan transformasi, Gaya kepimpinan transaksi, Gaya kepimpinan bebas, Ketepatan peranan, Hospital-hospital di Sindh Pakistan

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CSQ	Commitment to service quality
CR	Composite Reliability
CMV	Common Method Variance
COB	College of business
CUSTOMER	Patient
f^2	Effect Size
FATA	Federal Administered Tribal Area
LFLS	Laissez-fair leadership
Medical officer	Doctor
PIMS	Pakistan Institute of Medical Sciences
PK	Pakistan
PhD	Doctor of Philosophy
PLS	Partial Least Squares
Q^2	Construct Cross validated Redundancy
R^2	R-Square
SEM	Structural Equation Modeling
TSL	Transformational Leadership
TS	Transactional Leadership

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

At present, service organizations are undergoing the process of improvising their service features in order to offer optimum value to their customers (Peccei & Rosenthal, 1997). Organization's main focus has remained over delivering high quality services to fully satisfy customer needs and create good will (Punnakitikashem, Buavaraporn, Maluesri & Leelartapin, 2012; Irfan, Ijaz, & Awan, 2012). Similarly, according to Torres and Guo (2004), the central objective of service based organizations is meeting or even exceeding customer satisfaction. In this connection, Reichheld and Sasser (1989) forwarded that service based organizations could only survive in the competitive markets today through pay attention to their fundamental strategies for promoting service quality. Worldwide customers' demand is increasing day to day therefore it brings a higher expectation for the quality of service in the markets (Irfan & Ijaz, 2011).

With respect to this Schneider, White and Paul (1998) suggest that most of the organizations are focusing on the customers' perceptions regarding the quality provided in their services. In a service organization, employees' behavior is very important related to what the customer needs and wants in the service (Sergeant & Frenel, 2000; Bitner, Booms & Tetreault, 1990). The biggest issue in the service sector is the attitude of direct service providing employees, who regularly meet their

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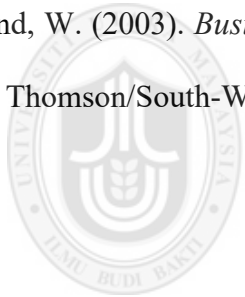
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Appendix A Research Questionnaire



UNIVERSITI UTARA MALAYSIA SURVEY OF HOSPITALS IN SINDH

Dear Sir/Madam,

My name is Munwar Hussain, a PhD candidate of College of Business, Universiti Utara Malaysia. My research interest is related to the health industry in Sindh. This study is aimed that how much medical officer and leaders are committed to provide services to their customer.

I would be very grateful if you could take some minutes of your time to complete the following questionnaire regarding *the moderating effect of role clarity on the relationship between leadership style and commitment to service quality among medical officer in public hospital of Pakistan.*

Your answer will be kept anonymous and strictly confidential. Your name and other identity will not be disclosed as part of ethical protocols of Universiti of Utara Malaysia,

The Questionnaire contains 4 sections A, B, C, D, question items examining various statements which will be taking about 15- 20 mints to complete it. Please read each statement carefully and tick one box answer that corresponds in the best way to your agreement or disagreement.

Should you require any further assistance whilst filling in the questionnaire, please do not hesitate to contact me on mobile phone: 0306-8224402 or alternatively email to:

Munwar

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SECTION A:

Commitment to Service Quality (CSQ)

The section consists of statements on Employee commitment to service quality (CSQ). It represents possible to commitment to service quality that you might have.

Please tick the appropriate answer using question the scale below to indicate your agreements or disagreement with each statement.

NO:	Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	I feel strongly that about improving the quality of my hospital's services	1	2	3	4	5
2	I enjoy discussing services quality-related issues with people in my hospital	1	2	3	4	5
3	I gain a sense of personal accomplishment in providing high quality services to my customers	1	2	3	4	5
4	I completely understand the importance of providing high quality service to our customers	1	2	3	4	5
5	I often discuss quality-related issues with people outside of	1	2	3	4	5

	my hospital					
6	I strongly feel that provision of high quality services to our customers should be the number one priority of my hospital	1	2	3	4	5
7	I am willing to put more effort beyond that normal in order to deliver service quality my hospital.	1	2	3	4	5
8	The way I feel about services is very similar to the way my hospital feels about delivery of high quality services	1	2	3	4	5
9	I really care about the quality of my hospital's services	1	2	3	4	5

SECTION B:

The person you are rating to your leader. This questionnaire to be describes the transformational leadership, Transactional and laissez-faire style of above-mentioned individual as you received.

Thirty six descriptive statements are listed below on following pages. Please answer all items. Judge how frequently each statement fit person you are describing by tick appropriate alternative.

Please use following (5) rating scale

The person I am rating....

Transformational leadership style

NO:	Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	Instills pride in me for being associated with her/him	1	2	3	4	5
2	Goes beyond self-interest for the good of staff	1	2	3	4	5
3	Have my respect	1	2	3	4	5
4	Displays sense of power and confidence in me	1	2	3	4	5
5	Talks only on most important values and beliefs	1	2	3	4	5
6	Specific importance of having a strong sense of purpose	1	2	3	4	5
7	Considers moral & ethical consequences of decisions	1	2	3	4	5
8	Emphasizes important of group's mission	1	2	3	4	5
9	Talks optimistically about future	1	2	3	4	5
10	Is excited about what needs to	1	2	3	4	5

	be accomplished					
11	Articulates a compelling vision	1	2	3	4	5
12	Expresses confidence on goal achievement	1	2	3	4	5
13	Raises critical assumption to question whether they appreciate or not	1	2	3	4	5
14	Seeking deferent perspective in problem solving	1	2	3	4	5
15	Allows me look at problems different angles	1	2	3	4	5
16	Suggests new ways to completing my work	1	2	3	4	5
17	Spends time on training and caching	1	2	3	4	5
18	Treats me as individual rather than member of group	1	2	3	4	5
19	Considers me as having different needs/ abilities / aspiration	1	2	3	4	5
20	Helps me to develop my strength.	1	2	3	4	5

Transactional leadership style

21	Provides with assistants an exchange for my effort	1	2	3	4	5
22	Discusses with specific terms who is responsible for achieving performance targets	1	2	3	4	5
23	Clarifies my expectation when meeting perform expectation goal	1	2	3	4	5
24	Expresses satisfaction when meeting performance	1	2	3	4	5
25	Focuses attention on irregularities /mistake deviation from standards	1	2	3	4	5
26	Gives all attention in dealing with mistake/ complains/ failure	1	2	3	4	5
27	Keeps track of all mistakes	1	2	3	4	5
28	Directs my attention towards failures to meet standards	1	2	3	4	5
29	Do not fail interfere until the problem is serious	1	2	3	4	5
30	Wait for things go to wrong before taking action	1	2	3	4	5
31	hospital believes in not making changes unless necessary	1	2	3	4	5
32	Takes action only when problem	1	2	3	4	5

become serious

Laissez-faire leadership style

33 Avoids getting involved when important issues arise. **1** **2** **3** **4** **5**

34 Is absent when needed. 1 2 3 4 5

35 Avoids making decisions. 1 2 3 4 5

36 Delays responding to urgent questions. 1 2 3 4 5

SECTION C:

Role clarity

This part of the questionnaire is designed to measure the extent to which your role (job) is clear at work. Please indicate the extent of your agreement or disagreement with each statement by ticking (x) in the appropriate block.

NO:	Statement	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	I am well aware of how to best serve the customers	1	2	3	4	5
2	I get adequate time to spend on various aspects of my job	1	2	3	4	5

3	I am able to resolve customer complaints.	1	2	3	4	5
4	. I get to fill out required paper work	1	2	3	4	5
5	I plan and organize my daily work activities	1	2	3	4	5
6	I can handle unusual problems and situations	1	2	3	4	5
7	I know where to get assistance in doing my job	1	2	3	4	5
8	I am satisfied with extent to which I can bend the rules to satisfy the customers	1	2	3	4	5
9	I am satisfied with extent to which I can make decision without my supervisors' approval.	1	2	3	4	5
10	I am well aware of hospital's rules and regulations	1	2	3	4	5

11	I am aware of how my supervisor evaluates my performance	1	2	3	4	5
12	Your supervisor is satisfied with my performance	1	2	3	4	5
13	Receive adequate work related training	1	2	3	4	5
14	I am aware of the factors that determine my promotion and advancement	1	2	3	4	5
15	I am aware of how my supervisor expects me to allocate my time	1	2	3	4	5
16	I am aware of how satisfied my customers are with my performance	1	2	3	4	5
17	I am aware of what my customers expect from	1	2	3	4	5

SECTION D:

Demographic information:

Please response to all the questions that best describe the general information of yourself

Please tick only one

GENDER

Male	
Female	

YOUR AGE

20-30	
30-40	
40-50	
50-60	

YOUR QUALIFICATION

MBS	
FCPS	
PhD (specialist)	
Others	

MARITAL STATUS

Single	
Married	
Others	

LENGTH OF SERVICE

1 year	
1-5 year	
5-10 year	
10-15 year	
Above	

Thank you very much for completing the questionnaire.

Appendix B

Missing value output

Result Variables

	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	CSQ2_1	1	1	30	320	SMEAN(CSQ2)
2	CSQ5_1	1	1	320	320	SMEAN(CSQ5)
3	CSQ6_1	1	1	320	320	SMEAN(CSQ6)
4	TSL2_1	1	1	320	320	SMEAN(TSL2)
5	TSL6_1	1	1	320	320	SMEAN(TSL6)
6	TSL10_1	2	1	320	320	SMEAN(TSL10)
7	TSL15_1	1	1	320	320	SMEAN(TSL15)
8	TSL16_1	1	1	320	320	SMEAN(TSL16)
9	TSL18_1	1	1	320	320	SMEAN(TSL18)
10	TS1_1	1	1	320	320	SMEAN(TS1)
11	TS5_1	1	1	320	320	SMEAN(TS5)
12	TS12_1	1	1	320	320	SMEAN(TS12)
13	RC2_1	1	1	320	320	SMEAN(RC2)
14	RC5_1	1	1	320	320	SMEAN(RC5)
15	RC13_1	1	1	320	320	SMEAN(RC13)
16	RC15_1	1	1	320	320	SMEAN(RC15)

Appendix C

SmartPLS output- measurement model

	AVE	Composite Reliability	R Square	Cronbachs Alpha	Communality
Commitment to service quality	0.781134	0.969143	0.51536	0.961353	0.781134
Laissez-faire leadership	0.712187	0.907267		0.862916	0.712187
Role clarity	0.720396	0.968336		0.96907	0.720398
Transactional leadership	0.681618	0.959065		0.952847	0.681618
transformational	0.68075	0.939911		0.931061	0.58755



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Appendix D

Blindfolding Procedure Output

CV Red

CV	Red
	1-SSE/SSO
CSQ	0.330597
LFLS	0.71196
RC	0.693445
TS	0.681624
TSL	0.680763

Indicator Cross validated Redundancy

Indicator Crossvalidated RedundancyTotal	SSO	SSE	1-SSE/SSO
CSQ1	315	214.4199	0.319302
CSQ2	315	203.9309	0.3526
CSQ3	315	205.7388	0.346861
CSQ4	315	193.5764	0.385472
CSQ5	315	210.5245	0.331668
CSQ6	315	230.8319	0.2672
CSQ7	315	218.1605	0.307427
CSQ8	315	195.1253	0.380555
CSQ9	315	205.6191	0.347241
LFLS1	315	48.66591	0.845505
LFLS2	315	160.3803	0.490856
LFLS3	315	47.35444	0.849668
LFLS4	315	106.5209	0.661839
RC1	315	81.85529	0.740142

RC10	315	110.2164	0.650107
RC11	315	50.27637	0.840392
RC12	315	78.25439	0.751573
RC13	315	167.2924	0.468913
RC15	315	87.31886	0.722797
RC17	315	36.55609	0.883949
RC2	315	168.1469	0.4662
RC3	315	62.9056	0.8003
RC5	315	101.4645	0.677891
RC6	315	51.81308	0.835514
RC8	315	167.7648	0.467413
TS1	315	60.09346	0.809227
TS10	315	92.378	0.706737
TS11	315	86.99415	0.723828
TS12	315	84.90359	0.730465
TS3	315	162.3965	0.484456
TS4	315	124.0661	0.606139
TS5	315	72.84887	0.768734
TS6	315	89.35411	0.716336
TS7	315	141.0027	0.552372
TS8	315	111.7365	0.645281
TS9	315	77.39726	0.754294
TSL1	315	121.8506	0.613173
TSL11	315	83.68725	0.734326
TSL12	315	171.4251	0.455793
TSL14	315	77.60219	0.753644
TSL16	315	76.35925	0.75759
TSL17	315	79.38621	0.74798
TSL18	315	140.2435	0.554783
TSL19	315	113.3294	0.640224
TSL2	315	74.4172	0.763755
TSL20	315	75.75295	0.759514

TSL4	315	83.27727	0.735628
TSL6	315	146.2801	0.535619
TSL8	315	90.37182	0.713105
TSL9	315	73.67946	0.766097

CV Com.

CV Com.	1-SSE/SSO
CSQ	
LFLS	0.711967
RC	0.692099
TS	0.681624
TSL	0.680802

Construct Cross validated Commuality

Total	SSO	SSE	1-SSE/SSO
CSQ	2835	2835	
LFLS	1260	362.9215	0.711967
RC	3780	1163.865	0.692099
TS	3465	1103.171	0.681624
TSL	4410	1407.662	0.680802

Indicator Cross validated Commuality

Indicator Crossvalidated CommualityTotal	SSO	SSE	1-SSE/SSO
CSQ1		315	315
CSQ2		315	315
CSQ3		315	315
CSQ4		315	315
CSQ5		315	315
CSQ6		315	315
CSQ7		315	315
CSQ8		315	315
CSQ9		315	315
LFLS1		315	48.66591
LFLS2		315	160.3803
LFLS3		315	47.35444
LFLS4		315	106.5209

RC1	315	81.85529	0.740142
RC10	315	110.2164	0.650107
RC11	315	50.27637	0.840392
RC12	315	78.25439	0.751573
RC13	315	167.2924	0.468913
RC15	315	87.31886	0.722797
RC17	315	36.55609	0.883949
RC2	315	168.1469	0.4662
RC3	315	62.9056	0.8003
RC5	315	101.4645	0.677891
RC6	315	51.81308	0.835514
RC8	315	167.7648	0.467413
TS1	315	60.09346	0.809227
TS10	315	92.378	0.706737
TS11	315	86.99415	0.723828
TS12	315	84.90359	0.730465
TS3	315	162.3965	0.484456
TS4	315	124.0661	0.606139
TS5	315	72.84887	0.768734
TS6	315	89.35411	0.716336
TS7	315	141.0027	0.552372
TS8	315	111.7365	0.645281
TS9	315	77.39726	0.754294
TSL1	315	121.8506	0.613173
TSL11	315	83.68725	0.734326
TSL12	315	171.4251	0.455793
TSL14	315	77.60219	0.753644
TSL16	315	76.35925	0.75759
TSL17	315	79.38621	0.74798
TSL18	315	140.2435	0.554783
TSL19	315	113.3294	0.640224
TSL2	315	74.4172	0.763755
TSL20	315	75.75295	0.759514
TSL4	315	83.27727	0.735628
TSL6	315	146.2801	0.535619
TSL8	315	90.37182	0.713105
TSL9	315	73.67946	0.766097

Appendix E

List of Public Hospital in Pakistan

Karachi	Hyderabad	Larkana	Sukkur
Civil hospital Karachi	Liaquat university health science, Hyderabad	Shaikh Zayed Women Hospital, Larkana.	Civil hospital, Sukkur
Abaasi shsheed hospital Karachi	Sir Cowasjee Jehangir institute of psychiatry Hyderabad.	Civil Hospital, Larkana.	GMMC Teaching Hospital, Sukkur.
Civil hospital burn center Karachi	Civil hospital Hyderabad	Chandka Medical College Hospital, Larkana	Govt. Anwar Piracha Teaching Hospital, Station Road, Sukkur.
Jinah post graduates medical center Karachi	Eye hospital Hyderabad	Zaid-bin-Sultan Al-Nayan Women & Children Hospital.	
Karachi institute of heart diseases, Karachi	Civil hospital Kotri	Shaik Zayed Hospital	
Lady dufferin hospital Karachi,	Liaquat University Hospital, Jamshoro Hyderabad	Shaikh Zayed Women Hospital	
Leprosy hospital, Karachi	CMH Hospital		
Layari general hospital Karachi	taluka hospital qasimabad Hyderabad		
National institution/ hospital of Cardiovascular Diseases, Karachi			
National institute/ hospital of child health Karachi			

PNS Sifa, Karachi hospital				
Sindh government Qatar hospital, Karachi				
Sindh police hospital, Karachi				
Sindh government hospital new Karachi, Karachi				
Sindh institute/ hospital of skin disease, Karachi				
Sindh institute/ hospital of urology and transportation, Karachi				
Sindh institute/ hospital of Skin Diseases, Karachi				
Sobhraj Maternity Home, Karachi				
Spencer eye Hoapital				
Ghazderabad General Hospital				
Sindh Govt Hospital Ibrahim Haideri, Karachi				
Serfaraz Rafiqui Shaheed Employees Hospital				
Sindh Govt. Children Hospital North Nazimabad				
Cardiac Emergency Centre				
Landhi/ hospital				
Cardiac Emergency Centre				
Shah Faisal/ hospital				
50 Beded Hospital Lal Market New Karachi				
Homeopathic Hospital Nazimabad karachi				
Total	26	8	6	3

Sources:

(1) <http://lazer-eyecenter.blogspot.com/2009/07/list-of-hospitals-in-pakistansindh.html>

(2) <http://www.pmdc.org.pk/AboutUs/ListofHospitals/tabid/111/Default.aspx>

(3) <http://pakmed.net/college/forum/?p=11802>.

(4) LIST OF MAJOR HOSPITALS OF CITY DISTRICT GOVERNMENT KARACHI

