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THE INFLUENCE OF MANAGEMENT STYLE ON THE QUALITY OF HIGHER EDUCATION SERVICES: IMPLICATIONS FOR SUSTAINABLE UNIVERSITY DEVELOPMENT

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INTRODUCTION

Universities play a vital role in promoting sustainable development through education, research, and innovation, and management style significantly influences institutional performance. Participative and transformational styles enhance staff motivation, engagement, and innovation, fostering a quality-oriented organizational culture. The quality of services is a key indicator of university performance and supports their competitiveness and sustainability. This study proposes a conceptual model linking management style to employee motivation, organizational commitment, service quality, and sustainable development. The aim of this research is to highlight how leadership and quality management contribute to the long-term performance and sustainable development of higher education institutions.

METHODOLOGY

Research Design: Quantitative approach.
Sample: Academic and administrative staff from public universities.
Data Collection: Structured questionnaire based on validated scales, using a 5-point Likert scale.
Variables Analyzed: Management styles, employee motivation, organizational commitment, service quality, and sustainable university development.
Data Analysis: Descriptive statistics, correlation analysis, multiple regression, and Structural Equation Modeling (SEM).
Ethical Considerations: The study respects ethical principles regarding voluntary participation, anonymity, and confidentiality.

DISCUSSION

This conceptual framework proposes that participative and transformational management styles increase employee motivation and organizational commitment, leading to higher service quality and sustainable university development. Future empirical research will validate the proposed relationships and support leadership strategies for institutional quality and sustainability.

CONCLUSIONS

The study proposes a conceptual model that explains the relationship between management styles, employee motivation, organizational commitment, service quality, and sustainable university development.
Leadership is a key factor in creating an organizational climate oriented toward quality and long-term performance.
The model provides a theoretical foundation and requires empirical validation through quantitative research.
Future research will use regression analysis and Structural Equation Modeling (SEM) and will examine the influence of organizational culture, digital transformation, and different institutional contexts.The findings can contribute to the development of more effective and sustainable university management and governance practices.

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Abstract

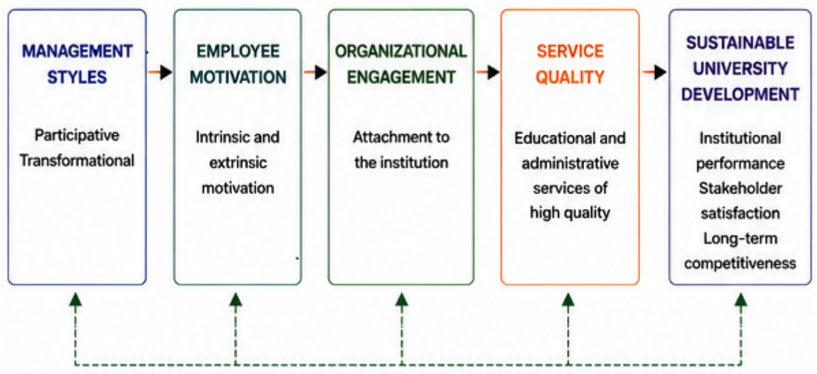
The growing emphasis on sustainable development has intensified scrutiny of how universities are governed and managed, particularly in contexts characterized by increasing stakeholder expectations, quality assurance pressures, and resource constraints.
While the relationship between leadership and organizational performance has attracted considerable scholarly attention, the specific mechanisms through which management styles influence the quality of higher education services remain insufficiently understood.
This issue becomes especially relevant as universities are increasingly expected to contribute not only to educational outcomes but also to broader sustainability agendas.
This study examines how management styles shape the quality of services delivered by higher education institutions and what this means for sustainable university development.
Drawing on current debates in quality management, sustainable leadership, and organizational effectiveness, the paper develops a conceptual framework that links management style, employee motivation, organizational commitment, perceived service quality, and sustainable university development.
It then sets out a quantitative research design, based on academic and administrative staff in public universities, through which these relationships can be tested empirically. Within the framework, employee motivation and organizational commitment are treated as the mechanisms that translate leadership practice into stronger service quality, and service quality in turn as a condition for long-term institutional sustainability.
The discussion contributes to ongoing debate about the strategic role of leadership in higher education and offers practical guidance for university managers who seek to build a culture of quality while pursuing longer-term sustainability goals.

Keywords

higher education; management style; sustainable university development; transformational leadership; employee motivation; quality management.

RESULTS

This study proposes a conceptual model in which management styles influence the quality of higher education services, through the mediating role of employee motivation and organizational commitment.



HYPOTHESES		
Hypothesis	Proposed Relationship	Expected Outcome
H1	Management Styles → Employee Motivation	Positive relationship
H2	Employee Motivation → Organizational Commitment	Positive relationship
H3	Organizational Commitment → Service Quality	Positive relationship
H4	Service Quality → Sustainable University Development	Positive relationship

The model anticipates that effective management styles lead to higher motivation, stronger commitment, improved service quality, and ultimately sustainable development of

Motivated and committed employees contribute to delivering high-quality services, which support the sustainable development and competitiveness of universities.

IMPLICATIONS

The framework suggests that participative and transformational leadership can enhance employee engagement and improve service quality. It highlights service quality as a strategic outcome influenced by leadership and organizational commitment. Empirical validation would provide university leaders and policymakers with evidence to strengthen institutional performance and support sustainable development.

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