LEADERSHIP STYLES AND EMPLOYEES' EFFECTIVENESS IN THE HOSPITALITY INDUSTRY IN OWERRI METROPOLIS, IMO STATE

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Abstract: *The study examined the effect of Leadership Styles on Employees' Effectiveness in the Hospitality Industry in Owerri Metropolis. Specific objectives include: to determine how democratic leadership style affects employee effectiveness, to evaluate the extent to which dynamic leadership style affects employee effectiveness, to assess the way strategic leadership style affects employee effectiveness in the hospitality industry in Owerri metropolis, Imo state in the hospitality industry in Owerri metropolis, Imo state. A survey of research design was adopted for the study. A primary source of data was adopted for the study. Questionnaires and oral interviews were used as an instrument for data collection. Data collected was analyzed using statistical weighted mean and chi-square statistical analysis while the presentation was done on simple frequency distribution and chi-square tables. The result shows that there is a relationship between democratic leadership style and employee effectiveness, that there is a strong correlation between dynamic leadership style and employee effectiveness, and that strategic leadership style has a positive bearing on employee effectiveness in the hospitality industry in Owerri metropolis, Imo state. It was concluded that Leadership Styles significantly affect Employees' Effectiveness in the Hospitality Industry in Owerri Metropolis. It was recommended that it is critical for managers/organizational leadership in the hospitality industry to realize that they have to adjust their behavior to social and organizational changes by adopting a more dynamic leadership style that participative decision provides.*

1.1 Introduction

In today's complex and highly dynamic business environment, leadership has become a more valued element in an organization, because the effectiveness of a leader in our contemporary business environment is a significant determinant of the success or failure of any organization. For this reason, the concept of leadership has gained a lot of attention from practitioners, academia, to researchers worldwide. Omolayo, (2000) defines leadership as a social process in which the leader seeks the participation of subordinates to reach organizational goals and objectives Available literature indicates that there is a wide range of theoretical approaches to explain the leadership process. According to Rost (2013), there are almost two hundred and twenty definitions of leadership and over forty leadership styles. Leadership styles refer to the way leaders behave towards or treat (giving direction and motivating) the individuals they are leading to

achieve objectives (Ehrhart, 2004). Leadership styles can vary from a very classical autocratic approach to a very creative and participative approach while some of the most studied leadership styles are charismatic, participative, situational, transactional, and transformational leadership.

The changes in social values, culture, technology, business, and political systems have equally occasioned the dynamism of leadership and leadership processes in all industry sectors. It is pertinent to state that leadership styles that were considered useful in a time or situation can lose their effectiveness once a social value, culture change, or with time, just like Fredric Taylor's Scientific Management Theory which, was highly acclaimed in the mid-1900s has today lost its steam. The quest to establish the best leadership style has made the concept of leadership a subject of an extensive amount of theoretical and empirical research as well as neglected work in humanistic psychology. Interestingly, one leadership style that has continued to gain prominence in these studies is participative leadership. Participative leadership is a process of making joint decisions or at least sharing influence in decision-making by the superior and his or her subordinates (M.S.G., 2016). According to Nelson, 2011, a participative leadership style gives opportunities for employees to share their creative ideas to improve a critical situation. A participative leader empowers followers and invites them to take part in decision-making, and, as a result, their immersion leader will be able to get followers to be devoted to goal achievement, thus increasing performance. One of the commonly cited benefits of participative leadership is that it motivates employees and encourages organizational citizenship behavior because of its associated empowerment and infatuation. The extent to which participative decisions in administration drive an employee to productivity end encourages corporate citizenship in the hospitality industry in Owerri, Imo state is what this study seeks to establish.

1.2   Statement of the Problem

The rapid changes in today's competitive market have forced organizations to look for ways to improve the level of employee motivation, job satisfaction, and, innovation. Since the impact of the relationship between leadership and subordinates is evident in both theoretical and empirical studies, choosing the most appropriate leadership style is the most crucial and complicated task for every organization. Selecting the most suitable leadership style is difficult because organizations neither can grasp the essence of leadership style which is relevant to the modern age, nor can they agree on the standards to measure, recruit, or reject it. Another reason that makes choosing the right leadership style delicate is the changing nature of leadership. It is essential to realize that once changes in society, environment, and technology take place, leadership styles that were proved to be active before may not be able to cope with new changes. Similarly, studies have shown that firms are struggling with their leadership style because their leadership behavior fails to move with the rate of change.

This distrust has been there because most leaders fail to deliver on their promises. Leaders of firms in the 21st century have to face an array of competitive forces such as the critical shortages in the technical workforce, the impact of accelerated technological change, and leveraged buy-outs. Besides an increase in public awareness together with social and political movements for democracy has an impact on leadership at both political and organizational levels. In today's society, many individuals who are entering the workforce tend to be less formal, more independent, participate in an active social

life outside the company, and expect a similar pleasant work climate and environment. Put together all these bring pressure to contemporary organizational leadership to which the hospitality industry is a part.

1.3 Objectives of the Study

The general objective of the study is to examine the effect of Leadership Styles on Employees' Effectiveness in the Hospitality Industry in Owerri Metropolis, Imo State. Specific objectives include :

i.   To determine how democratic leadership style affects employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

ii.   To evaluate the extent to which dynamic leadership style affects employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

iii.   To assess the way strategic leadership style affects employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

1.4 Research Questions

The following are the research questions raised for the study:

i.   How does the democratic leadership style affect employee effectiveness in the hospitality industry in Owerri metropolis, Imo state?

ii.   To what extent does dynamic leadership style affect employee effectiveness in the hospitality industry in Owerri metropolis, Imo state?

iii.   In which way strategic leadership style affects employee effectiveness in the hospitality industry in Owerri metropolis, Imo state?

1.5 Statement of Hypotheses

The following null hypotheses have been formulated to guide the conduct of this research study:

i.   There is no relationship between democratic leadership style and employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

ii.   There is no strong correlation between dynamic leadership style and employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

iii.   Strategic leadership style has no positive bearing on employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

Review of Related Literature

2.1 Conceptual Review

The primary vehicle for the success of participative leaders is the use of participative decision-making, which allows employees across all levels in the organization to be involved in the final decision-making process. Various studies suggest that participative decision-making offers a variety of potential benefits; some of these benefits are the following:

1 It can increase an employee's job satisfaction (Smylie, Lazarus, and Brownlee-Conyers, 1996)

2. It can increase the level of innovation in the organizations (Ejimabo, 2015)

3. It can improve the quality of the decision (e.g., Sofijanova, and Chatleska, 2013)

4. It can contribute to the quality of employee's work-life (e.g., Wainaina, and Iravo, 2014)

5. It can increase employees' motivation (e.g., Zubair, Bushir and Abrar, 2015)

6. It can increase the level of employee commitment (e.g., Rehman, and Khalid, 2012)

2.1.1 History of Participative Leadership Style

Participation as a management style was first suggested in an experiment conducted by America's National Research Council at a large telephone parts factory called the Hawthorne Plant near Chicago in 1924. The Hawthorne experiment, also known as the Hawthorne effect

showed that small groups of workers produced more and were more satisfied with their work when they felt their work environment is supportive (Omobude, 2012). In the 1940s Fleishman expanded this view of supervisory. Fleishman's study focused on how leadership behaviors affect small groups, and the result led to the development of the concepts of employee orientation (Fleishman, 1953).

In the 1950s, Likert continued Fleishman's work and conducted empirical research on the state of Michigan using the leader behavior description questionnaire (LBDQ). He administered the questionnaire to samples of individuals in the military, manufacturing companies, student leaders, and college administrators (Likert, 1961). The main focus of the study was to determine the principles of leadership that led to productivity and job satisfaction. The investigations resulted in two main leadership behaviors; employee orientation and production orientation. Leaders with employee orientation showed more concern for interpersonal relations with subordinates. On the other hand, leaders with production orientation focused more on the task or the technical aspects of the job. The conclusion of the study indicated that employee orientation delivers better results than close supervision (Huq, 2015). Building on Likert's findings, Duncan, 2014 developed the supportive model in which the manager's primary role is to provide psychological support rather than economic support to his employees at work to create growth. He concluded that when subordinates feel a sense of participation and task involvement, they will take responsibility and try to contribute to the organization's objectives.

Davis's research suggested that there is a tendency toward more democratic management styles within the industry and participative models are replacing the authoritarian models in many types of organizations, including the military, business, and government. After 1960 various studies suggested that participative leadership style may correlate with productivity and organizational performance. These studies include Robbins, 2014 research which concluded that a more democratic leadership style maybe necessary for managing productively in advanced industrial systems. An empirical study was done on 15 large American companies (260 senior managers) concluded that power-sharing between bosses and subordinates (in terms of delegation and participation) is necessary for organizations. Vroom and Yetton's (1973) study which was focused on the situational approach leadership also suggested that there is a likelihood that the participative style may increase productivity.

2.1.2 **Types and Strategy of Participation**
There are basically dual forms of participation namely direct and indirect participation. Direct participation in decision–making is the participative process whereby employees are involved in a decision relating to their immediate task or environment (Brown, 2011). This form of participation is mainly found in productivity bargaining which is an arrangement between a worker and his employer to the effect that an increase in his productivity will make him earn an additional wage.

Productivity bargaining arises mainly in circumstances where working practices need changes. Dull (2010) notes that the indirect form of participation is the participation process whereby employees are involved in decision-making through their elected representatives or delegates. Looking at the strategy applied by managers to involve employees in decision-making in an organization, participative principles is normally employed to achieve the desired result. Managers have many opportunities for involving subordinates in

organizational planning and decision-making. Mission refers to defining a meaningful long-term direction for the organization (Brown, 2011).

2.2 Theoretical Review

2.2.1 Social Learning Theory

Rowe (2001) worked on the foundations of reinforcement theory and suggested that behavior does stem from its consequences but also includes constant learning and adapting to one's environment and that most learning probably occurs vicariously through observation of others. The theory thus explains behavior as a function of the person and his or her social environment and the interaction between both. Another key element of Social learning theory is self-regulation which involves controlling one's own behavior or the transfer of behavior from external sources to internal ones. This self-regulation occurs through three steps of self-observation (looking at one's own behavior and keeping tabs on it), judgment (comparing one's behavior with a standard) and self-response (rewarding or punishing oneself through the comparison with the standard). It is through this self-regulatory mechanism that an individual gets a sense of self-esteem. It is derived from the theory that an individual's self-belief about his or her ability to do a task strongly influences his or her ability to perform (Alexandra, 2013) and the relationship between performance and efficacy has been established empirically.

2.2.2 Need Based Theory

The phenomenon of recognition provides for Individual political, social and psychological benefits. After food, it is by far the most significant of human needs and as Isichei, 2015 points out, "without recognition humans, in general, would not lead a life above merely animal existence." (Bergen & Bressler, 2014). The role of recognition in driving human action can be gauged by its placement in the various theories of motivation; the need for recognition has been a part of both the traditional and contemporary theories of motivation. Maslow (1954) in his seminal work 'A theory of human motivation' gave importance to Recognition as a concept that can be observed in relation to individual's social needs and needs at the higher end of the hierarchy. (Schein, 2010).

2.2.3 Leadership Classifications

Because of the wide variety of leadership theories, various scholars have used systems for classifying different leadership styles to help leaders in understanding and choosing the right leadership style. In this section, two primary classification methods are presented to provide an understanding of the main leadership styles.

2.2.3.1 Autocratic, Democratic and Laissez-fair

One of the earliest classifications of leadership style was presented by Kesenwa, Oima, 2013 who identified three main leadership styles: autocratic, democratic and laissez-faire. In this classification autocratic and laissez-faire are considered as two extreme leadership behaviors and democratic leadership is considered as a moderate leadership style.

The autocratic leadership style that was later named classical leadership is the absolute strict principle in which the leader maintains a master-servant relationship with members of the group. The autocratic leader is task-centered, and his/her focus is to get a particular job done quickly. An autocratic leader makes all the decisions and assigns tasks to members of the group. In an organizational environment, these leaders are usually powerful CEOs who hold multiple titles (chairman, CEO, president), receive high compensation, and often control large shareholdings to dominate companies (Annakili and Jayam, 2018). These leaders are usually blessed with a charismatic and self-confident personality. Autocratic leaders use

their position to pursue aggressive and visionary goals and use their power through organizational culture, press, and media to praise their initial success. These leaders often use titles such as "superhero" Bernie Ebbers at WorldCom, the "genius" Jean-Marie Messier at Vivendi, the "godfather" Percy Barnevik at ABB, and "Roman emperor," Tyco's CEO Kozlowski (Butali and Njoroge, 2018).

2.2.3.2 **Democratic leadership style**
Democratic leadership style, which later evolved to participative leadership is a leadership process in which the leader has a master-master relationship with group members. The leader uses a consultative approach to encourage group participation in decision-making. Democratic leadership is defined as the process of joint decision-making or at least shared influence in decision-making by a leader and his or her subordinates (Constantin and Baias, 2015). According to Dede, 2019, democratic leaders emphasize group participation, discussion, and group decisions. Democratic leadership involves working with a group to assure that they make decisions sensibly and reasonably. The main reason for a leader's intervention is to make sure that everybody has a say and that decisions do get made.

There are many advantages of using democratic leadership. Since this leadership style allows everyone to get a say in making the decision, the final decision has support from the majority of employees. Because the leader is transferring power to the followers, this leadership style can increase the level of trust, motivation, innovation, and job satisfaction in the organization. The main disadvantage is that it can be time-consuming and can be challenging to get the majority onboard. Moreover, if the technique is overused it can have adverse effects on the organization, so it is critical for the leader to know when to intervene.

2.2.3.3 **Laissez-faire leadership**
Laissez-faire leadership is an extremely loose principle that includes a non-interference policy that allows complete freedom to all employees and has no particular way of attaining goals (Omolayo, 2007). This style of leadership is people-centered, and the leaders leave the group to make their own decision without participating or even setting a deadline for the decision. In this style, the leader hopes that the group will make the right decision the main advantage of this style is that it lets the team members bond and can lead to successful decisions if group members take ownership and responsibility for the task. However, the main disadvantage is that employees will often perceive the leader as indifferent to the organization and they might make the wrong decision without even realizing it. Since there is no control or guidance in this style of leadership wrong decisions can impose devastating effects on organizations (Skogstad, Matthiesen, and Einarsen, 2007). Laissez-faire can also be considered destructive leadership behavior because, in the absence of the leader's control, some individuals can dominate group decisions and bully other members of the group (Farooq and Reynaud, 2019).

2.2.4 **Four Paradigms of Leadership**
Since the early classification of leadership, many leadership theories have been presented by scholars. In the past decades, autocratic leadership evolved into theories such as classical and transactional leadership. Studies about employee motivation and learning have led to the development of transformational leadership, and the democratic leadership style has evolved into theories such as participative leadership. One of the most recent classifications of leadership theories was presented by Halawi (2018) who has classified the most used leadership styles into four paradigms (Halawi and Haydar, 2018): classical, transactional,

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visionary/ transformational, and organic/ participative. For us to reach a clear understanding of the subject, it is essential to discuss the characteristics, advantages, and disadvantages of each paradigm.

2.2.4.1 Classical leadership

Classical leadership is probably the best-known paradigm that is in use today. In this style of leadership, the leader or a group of leaders dominate the regular followers. The followers do not question the leader's actions because they either fear or respect the leader. The leader is power-retentive, decision-based, authoritarian, and most importantly accountable for the outcomes. In this leadership style, followers make relatively little contribution to the organization. These leaders make the final decision without any real internal dialog, and they use command and control from top to down to manipulate employees the get the tasks done. These leadership qualities have been proven to be useful for some leaders in history. Charismatic leaders are usually leaders who have inherited or attained these qualities history is filled with names like Gandy, Winston Churchill, and Martin Luther King who changed history with their leadership qualities. However, the main problem with the early theories of classical leadership is that these sets of qualities are very rarely found in one individual. Moreover, the classical theories of leadership try to minimize the effect of the situation and claim that there is a definite set of qualities that works in every situation from the battlefield to the teams in organizations. Kamau and Chege (2016) argue that these qualities are not enough for every job and some conditions might even hinder a leader's success in certain circumstances. They say that classical theories of leadership tend to mix very different characteristics. For example, some of Gardner's qualities are aspects of a person's behavior, some are skills, and others can be considered intellectual abilities.

2.2.4.2 Transactional Leadership

The second paradigm is transactional leadership which represents the traditional influence model found within most human groups (Kumar and Saha, 2017) and is mainly based on the exchange between the leader and followers. These leaders have to recognize followers' needs and manage their internal and external environment to influence followers using rewards, punishment, and agreement systems. These leaders are considered in a better position than the followers, and they are supposed to have information, skills, and expertise that the followers might lack. Transactional leaders are held responsible for rewards, monitoring, finding problems, and taking corrective actions before the problem causes serious difficulties for the organization (Ukenberger, 2015). Transactional leadership has received a great deal of criticism over the years. One of its main problems is the low level of motivation of the employees. Organizations that use this leadership style usually face a high rate of absenteeism and problem with employees.

2.2.4.3 Transformational leadership

The third paradigm is visionary/transformational leadership. The modern motivational theories together with problems with transactional and classical leadership styles convinced various organizations to move toward intrinsic motivational techniques (Ohana and Meyer, 2013) and this has led to the emergence of leadership theories such as transformational Leadership. This style of leadership is mainly based on the emotional relationship between leaders and employees. A transformational leader inspires employees to see the bigger picture and follow the vision presented by the leader to perform beyond routine procedures.

According to Burns (1978), "transformational leaders are looking into followers' potential motivations by exploring common objectives and linking them to followers". In other words, transformational leaders try to satisfy Maslow's hierarchy of needs with a focus on intrinsic needs rather than extrinsic ones.

2.3 Empirical Review

According to White (1981), some form of participative management is a prerequisite to increased productivity and innovation. Due to this fact many modern technology firms such as the search giant Google Inc and Cisco Systems Inc have shifted to use this leadership style as the basis for their innovation process. The reason for this phenomenon is that participative leadership is the only leadership style that truly involves employees in the decision-making process and supports participative safety which is the ability to give input without being judged or ridiculed. Participative safety can improve group member engagement which directly impacts group creativity and innovation.

Saputra, Akram, and Perkasa (2015), "There is currently a wide consensus on the idea that a supportive and participative leadership style is more likely to encourage innovation."Slenker (1983) argues that participative decision-making is the most suitable approach for managers because many people take part in the decision-making process, and by their participation, a large number of employees feel committed to the decision. This can lead to the emergence of new ideas and tends to eliminate objections during implementation. Wide participation also ensures that fewer aspects are overlooked and tends to reduce the trauma of major changes. A review of the related literature also indicates that employee involvement and participative decision-making are not only linked to but also necessary for innovation.

3 Methodology

As an investigative study, this research carried out a survey of five selected hospitality organizations in Owerri metropolis, Imo State using questionnaires and oral interviews as instruments for data collection. The questionnaire consists of eighteen structured questions, which were largely close-ended. Graded scale response options of **SA** = Strongly Agree (5 points), **A** = Agree (4 points), **UN** = Undecided (3 points), **D** = Disagree (2 points), and **SD** = Strongly Disagree (1 point) provided for each question. We have a total number of 175 hotels in Owerri Metropolis. For the purpose of this study, 5 clusters of 35 hotels per cluster were created according to their geographical location, and one hotel was randomly selected from each cluster. The population of this study, therefore, consists of management and senior management employees of five selected hotels from the five clusters within the Owerri metropolis. According to their various personnel records, there are a total of 350 management staff across the clusters that constitutes the sample of the study. A stratified random sampling method was applied in choosing respondent management staff that constituted the sample of the study. Each organization represents a stratum from which proportionate numbers of employees were randomly drawn from the 350 management employees that constitute the population of the study. In determining the sample size of the study Yamen's (1954) statistical model was applied. A sample size (n) of the 187 respondents was proportionately drawn from the five different hospitality organizations in Owerri that were used as case studies in this research. Furthermore, the analysis of data in this study was done using statistical weighted mean and chi-square statistical analysis while the presentation was done on simple frequency distribution and chi-square tables.

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4.1 Data Presentation and Analysis

H₁: There is a relationship between democratic leadership style and employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

Chi-Square X^2 tab. = 9.488
Calculated Value = 10.87

Decision: Since the Chi-Square (X^2) critical (table) value = 9.488 is not greater than X^2 calculated of 10.87, the null hypothesis is hereby rejected. This means that there is a relationship between democratic leadership style and employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

H₂: There is a strong correlation between dynamic leadership style and employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

Chi-Square X^2 tab. = 9.488
Calculated Value = 13.574

Decision: Since the Chi-Square (X^2) critical (table) value = 9.488 is not greater than the X^2 calculated of 13.574, the null hypothesis is hereby rejected. This means that there is a strong correlation between dynamic leadership style and employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

H₃: Strategic leadership style has a significant bearing on employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

Chi-Square X^2 tab. = 9.488
Calculated Value = 11. 29

Decision: Since the Chi-Square (X^2) critical (table) value = 9.488 is not greater than X^2 calculated of 11.29, the null hypothesis is hereby rejected. This means that strategic leadership style has a positive bearing on employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

4.2 Discussion of Results

The study discovered that there is a relationship between democratic leadership style and employee effectiveness in the hospitality industry in Owerri metropolis, Imo state. This agrees with the view of Armstrong (2009), in the review of related literature that participatory leadership is essentially democratic in nature. After the analysis of the hypothesis, the study found that there is a strong correlation between dynamic leadership style and employee effectiveness in the hospitality industry in Owerri metropolis, Imo state. This is in tandem with the submission of Duncan (2014), in the literature review that employees perform more creditably in the organization if the leadership is dynamic. The study discovered that strategic leadership style has a positive bearing on employee effectiveness in the hospitality industry in Owerri metropolis, Imo state. This is in agreement with the view of Brown (2011), in the literature review that a long-term mandate, strategic leadership has a lasting effect on employee effectiveness in any industry.

5.1 Summary of Findings

After testing the research hypotheses and research questions, the study discovered that:

i. There is a relationship between democratic leadership style and employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

ii. There is a strong correlation between dynamic leadership style and employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

iii. Strategic leadership style has a positive bearing on employee effectiveness in the hospitality industry in Owerri metropolis, Imo state.

5.2 Conclusion

The study investigated the effects of participative leadership on the hospitality industry in Owerri metropolis in Imo State. The findings provided

essential foundations for an understanding of subordinates' attitudes toward managers' leadership behavior in the hospitality industry. The study also indicates how participative leadership behaviors can influence employee performance in service organizations such as the hospitality industry. More importantly, it is indicative in the study that a manager's leadership style can create a culture in the organization that can foster subordinates' commitment to productivity and services delivered. Additionally, this study has provided a set of guidelines for the appropriate use of participative leadership as there is indicative that when well applied participative leadership may be the most suitable leadership style for improving the level of motivation, job satisfaction, and innovation and overall employee effectiveness.

5.3   **Recommendations**
Based on the findings and the conclusion of this study, the following recommendations become glaring:
i.   Firstly, every society and organization exists in a symbiotic relationship; therefore both of them develop gradually, or evolve, it is critical for managers/organizational leadership in the hospitality industry to realize that they have to adjust their behavior to social and organization changes by adopting more dynamic leadership style that participative decision provides.
ii.   The changes in social and organizational values have caused the leadership paradigm to shift from individual to collective, control to learning, self to self-in-relation, and power-over to power-with. Because of these changes, the proactive and future leaders of successful organizations should focus on cultivating a participative decision-making environment
iii.   The finding of the study indicates that participative leadership may be the most suitable style for motivating employees. Hence, managers

in the hospitality industry need to study horizontal leadership styles such as participative leadership and use these leadership styles were applicable to enhance the existing level of motivation, job satisfaction, and innovation in their organization

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