

**THE EFFECT OF MANAGEMENT LEADERSHIP STYLES ON EMPLOYEES'  
PRODUCTIVITY, A CASE STUDY OF SAGRET HOTELS**

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DEGREE OF BACHELOR OF SCIENCE IN HOSPITALITY MANAGEMENT OF  
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**DECLARATION**


I hereby declare that this project is my original work and has not been presented for award of a degree or for any similar purpose in any other institution.

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## **DEDICATION**

I dedicate this project to my supportive parents,my future children,siblings and also to the future researchers.

## **ABSTRACT**

This study titled “The Effects of The Management Leadership Styles on Employee Productivity at Sagret Hotels” is aimed at finding out the influence that various leadership styles can have on the productivity of hotel employees. Tan Bee Wen 2019, leadership is the capability to influence a group of people to achieve a certain goal. This project therefore will explain the current situation at Sagret Hotel-Thika which has been facing a decrease on its sales of products since its recent opening. The number of customers to the hotel has been decreasing as compared to the returns of the first year of opening. This project therefore aimed at demonstrating the impact of the leadership styles and employee’s productivity at Sagret Hotel-Thika. Specifically, this study aimed at identifying the degree of influence among three types of leadership styles namely, democratic leadership, laissez-faire leadership and autocratic leadership (Lewin 1939 and Scouller 2011) on employees’ job performance/productivity in the hotel herein. Many scholars have conducted various studies on the above named leadership styles, Radwan 2020. A conceptual framework was also developed to show the relative impact between the three leadership styles on the employees’ performances. The study used a population of thirty nine employees, inclusive of all subordinate staffs of Sagret Thika and the waiting staff of Sagret Milimani. And thus, census method of sampling was used. Questionnaires were used as a method of data collection. Data collected was analyzed using mean scores and standard deviation for the research questions while the hypothesis was analyzed using the Pearson’s correlation. The project will help the management of Sagret hotels in identifying the cause of the problem at hand.

## **KEY WORDS**

Management leadership, Employees productivity, Democratic style of leadership, Laissez-faire style of leadership, Autocratic style of leadership

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## **ABBREVIATIONS and ACRONYMS**

N- Sample size

SLT- Servant Leadership Theory

SPSS- Statistical Package for Social Sciences

Std.- Standard

## **OPERATIONAL DEFINITION OF TERMS**

**Management leadership;** this is the aspect of directing a group of people towards a new direction or vision in an organization according to the principles and values that has been established.

**Employees' productivity;** this is the general assessment of the worker's efficiency evaluated in terms of their output in a specific period of time.

**Democratic leadership;** this is a type of leadership whereby every employee in an organization can share their ideas hence becoming part of the decision making process.

**Laissez-faire leadership;** in this type of leadership, the manager/supervisor provides less or no supervision making the employees enjoy a high level of freedom at work. For this style of leadership, all the powers and authorities are given to the employees to determine their decisions, objectives and how to solve problems.

**Autocratic leadership;** this is a type of leadership where the manager makes decisions with no or less inputs from the subordinates staff

## CHAPTER ONE: INTRODUCTION

This chapter explains the background of the study, the problem statement, the study purpose, the conceptual framework, study objectives (general and specific), research hypothesis, the significance, scope and the limitations.

### 1.1 Background of the study

Management leadership in the recent past has been creating a concern on its effects on the operational processes of the organizations, especially in the hospitality industries. Writer 2020, a lot of business fail due to poor management through improper delegation, poor employee management, financial issues, unreceptive to change, to name a few. Zaleznik 2004, a manager's goal is to ensure that the organization's day-to-day operations are running as expected, while a leader adopts personal and active attitudes towards the goals. These leaders look for opportunities that lie down around the corner as they inspire their subordinates. This term therefore (management leadership), carries a deeper meaning as it has both managerial and leadership skills. An organization itself can be an obstacle on its own productivity by having unrealistic goals, unclear objectives and mission and also failure towards flexibility to the changing environments. All these are under the control of a management leader and thus failure to do this may lead to decrease in productivity.

When the hotel was opened on 2018, it used to realize high profits from its sales. As time went by, the sales started to decrease in the early months of 2019. Therefore, the research intends to investigate if the issue of management and leadership has been influencing the productivity of the employees leading to reduced sales and profits.

The hotel has 18 employees, 4 of them being the managers and supervisors, others being the subordinate staffs working as waiters/waitresses, bar men/ladies, chefs, accountant/cashier and the butcher men.

Socrates argued that a good business leader should be able to make a good military commander for both choosing the best workforce. Muhammad Saqib Khan 2015, there are many styles of leadership and every leader has his/her own which include such as *autocratic* (whereby the managers retain much of the powers and also decision-making authority as possible), *democratic/participative* (it encourages the employees to be part of the decision makers and always considered the most effective), *bureaucratic* (the manager leads by the use of the company's policies and procedures) and *laissez-faire*/"hands-

*off* style (where the managers provide little or no directions to the subordinates thus giving them as much freedom as possible), to name a few. Kaleem 2016, the manager's personal background (personality, values, experience and personality), the staffs being supervised (their different personalities, the leadership style used and their backgrounds) and the organization's value, philosophy and concerns influences the style of leadership to be used in the organization. Different styles are needed for different situations, and every leader should be able to know which style to use where.

Scholars long debated the impact of servant leadership on employees' productivity in any establishment and how it affects sales of goods and services. Greenleaf (1970) and Spears (1990).

Greenleaf (1970), if a leader or a manager would focus on other employee's needs, these latter would reciprocate with high levels of performance and good team working which thus lead to increased sales and profitability. Therefore, in this case, it's assumed that the leadership of the hotel could be affecting the employee's performance and profitability, indicating the need for the research.

Larry Spears (1990) on the other hand, analyzed some ten characteristics of a good servant leader. One of them was the commitment to growth. Therefore, another assumption is made that if an establishment is not making profit, there must be a problem with the management style in the establishment. This is another interest of the research.

According to Greenleaf's servant leadership theory (SLT), the work that is given to an employee is supposed to allow them grow to achieve their potential. Thus, this leads to the company's growth;

**Employees' growth = Company's growth**

Saqib Khan 2015, manager's style of leadership has an impact on the employee's outcomes and hence if the company/hotel is not growing, there is a need to investigate on the leadership style.

## **1.2 Statement of the problem**

During a brief stay in the hotel as an employee, it was observed that the sales of the hotel decreased every month. This aroused the interest of the researcher to find out if the leadership style(s) used in the hotel was adversely influencing the employees' productivity, thus leading to poor service delivery and a consequent decrease in the sales of the hotel.

This research will help determine the influence of the current state of the hotel's employee's productivity and thus inform the researcher for solutions.

### 1.3 Purpose of the study

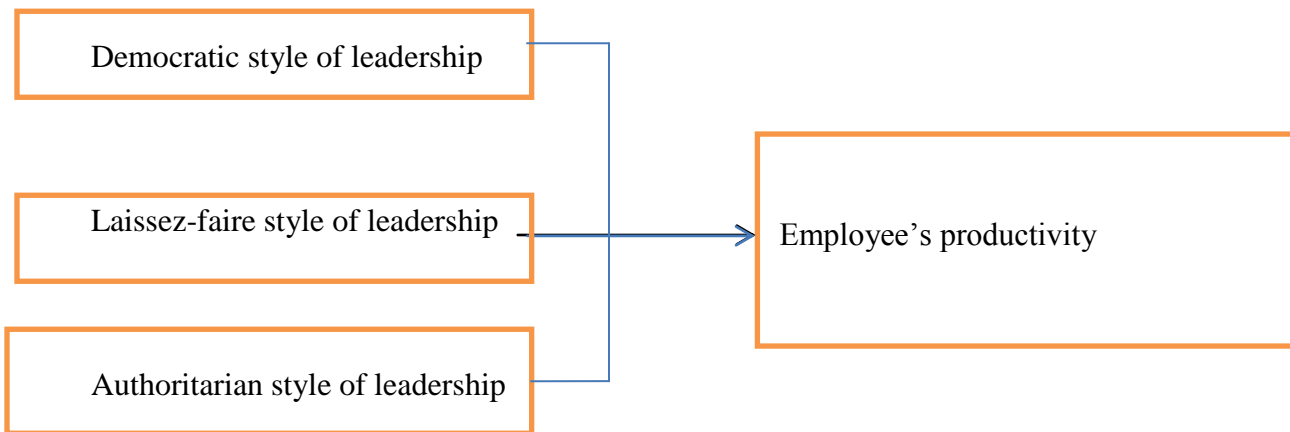
This study has addressed the relationship between management leadership styles and employees' productivity and its effects on the sales at Sagret Hotel-Thika.

### 1.4 Conceptual Framework

#### Independent variables

#### Dependent variables

#### Management Leadership style



(Source; Researcher 2019)

*Figure 1 Conceptual Framework*

The above framework shows the relations of the relevant variables on the effectiveness of the employees' productivity.

### 1.5 Objectives of the study

#### 1.5.1 General objective

To demonstrate the relationship between the management leadership styles on employees' productivity.



### **1.5.2 Specific objectives**

1. To determine the relationship between democratic style of leadership on employees' productivity.
2. To determine the relationship between laissez-faire style of leadership on employee's productivity.
3. To determine the relationship between authoritarian style of leadership on employees productivity.

### **1.6 Research Hypothesis (Ho)**

There is no statistically significant relationship between management leadership styles and employees' productivity.

### **1.7 Significance of the study**

The research findings will be beneficial to the proprietors and the management of Sagret Hotel to determine the origin of the problem, and thus solve it. This will set the stage for improved productivity and possibly turn profitability around. It will also be of use to the future researchers who will take a related topic of study.

### **1.8 Delimitations/Scope of the Study**

The research restrained itself on Sagret hotel in Thika alone leaving out other hotels and restaurants within the location, owing to the fact that hotels share the same characteristics of having a management body and other staff's body. It has also centered itself on employees and the management thus leaving out the guests and other stakeholders some influence on employees' productivity.

### **1.9 Limitations of the study**

The respondents were reluctant to provide answers in the questionnaires in fear of retribution from the management. Confidentiality was promised to them concerning the information provided. In addition, the study relied much on the perception of the respondents which could have been affected by their individual behaviors, biasness and characteristics thus affecting the validity of the study. However, the researcher requested the respondents to be honest and truthful to their consciences.

### **1.10 Assumptions**

The researcher assumed that the responses given by the respondents were honest and of truth.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter explains the theoretical framework and how they inform the current area of study. It also explains what other researchers have done and how it may relate to the study.

### **2.2 Employees' Productivity Effective from Management Leadership Styles**

Tan Bee Wen 2019, the manager's leadership styles have been gaining much importance in driving employees' efficiency and the level of productivity as they're the key drivers of the organization, as the business environment becomes more competitive. The management is always expected to demonstrate a higher level of leadership in order to boost the employees' performance in achieving the organization's goals.

### **2.3 Democratic leadership on Employees' Productivity**

This style is also referred to as participative leadership in which every person in an organization can share their ideas and thus being part of a decision made in an organization. Muhammad Saqib Khan 2015, a democratic manager keeps his/her employees informed about everything that affects them in the organization. He also involves them in the process of problem solving. In this style of leadership, a manager is like a coach; who always has the final say, but the information and ideas are collected from other subordinate staffs before making any decision.

Employees lead by democratic leaders are always motivated, their confidence in their work increases and also feel much trusted by their leaders and thus producing high quality and quantity of work for a longer period of time. Many researchers have found this type of leadership to be the most effective in an organization as the employees are also given a chance to utilize on their skills and talents. Democratic leadership can be likened with transformational leadership, (Tan Bee Wen, 2019)

### **2.4 Laissez-faire leadership**

This style of leadership is also known as the 'hands-off' style. Here, a manager provides little or no supervision and therefore employees enjoy a high level of freedom at work. (Muhammad Saqib Khan, 2015), all the authority and powers are given to the employees in determining their objectives, decision-making and problem solving procedures; on their own. This style is used on conditions; if the employees

are highly skilled and experienced in their work, when experts or outside consultants are being used and also if the employees are worth the management's trust. The shortcoming of this style of leadership is that employees are prone to rule breaking as they have excess freedom at work. Those members who are very weak in any team are always held back and thus the minority groups ending up dissatisfied. Researchers have found this style of leadership to be ineffective as members make huge demands from their leaders without being cooperative. The team members are therefore less or totally unproductive.

## **2.5 Autocratic Leadership**

Also known as the authoritarian leadership.(Tan Bee Wen, 2019), authoritarian leaders make their decisions independently with less or no inputs from their subordinate staffs and thus considered bossy, controlling and dictatorial. This leadership is best suitable in an organization where there is no time to make group decisions. This leader provides clear expectations of what needs to be done in the organization.

## **2.6 Theoretical Framework**

According to Greenleaf (1970),**Theory on Management Leadership (Servant Leadership Theory)**, the most effective leadership is the servants of their people. A leader should first be a **servant**, leading from a desire to serve the people better and not attaining power. Further, a good servant leader is one who assists employees make their decisions in absence of their leader or supervisor.

The assumption is that, if a leader concentrates on other people's needs and wants, they repay back through increase in teamwork and thus better performance. He asserts that leaders are not servant leaders in a place where their actions are making others to suffer.

Spear (2009) named ten characteristics of a servant leader by analyzing Greenleaf's words; listening, empathy, motivation, self-awareness, healing, persuasion, conceptualization, foresight, stewardship and commitment to others.

According to these theories, work is meant for providing employees with chances to grow and learn to fulfill their potential and that the major hindrance towards the growth of the organization, is the manager's inability to change their attitude as well as their behaviors as fast as the organization may require.

### **2.3 Identified Research Gaps in the Reviewed Literature**

The theories in the research have greatly ignored any kind of pressure that might have been an influence on the management and employees' behaviors. There is also unclear information on what the employees should do in order to meet the management's expectations.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **Introduction**

This chapter highlights the methodological details appropriate to the area of the study by explaining the research design, the population, the sampling techniques, sample size, the measurement of variables, the research instruments and their validity, the pretesting, data collection and analysis techniques and the ethical and logistical considerations.

### **3.1 Research Design**

Questionnaires were used in the **survey method**. By **observation method**, required information will be gathered by observing and recording to the behavior, relevant to variables of interest. Impromptu visits to the hotel will also be made in order to gather more information on what is happening on the ground regarding productivity and leadership of the hotel.

### **3.2 Study Area**

The study was carried out at Sagret hotel that is located at Thika town, Thika sub-county, Kiambu County in Kenya.

### **3.3 Target Population**

It was a census type of study that targeted the entire population of staff of Sagret Hotel-Thika, comprising all subordinate staff and the waiting staffs of Sagret Milimani. A total of 42 questionnaires, as the research tool, were distributed to the various employees of the Sagret Hotel branches (Nairobi and Thika). Of the 42 questionnaires, 39 were returned yielding a 93% response rate. Three questionnaires were incomplete and at such, the researcher considered them inconclusive and obsolete.

### 3.4 Sampling Techniques

Lavrakas 2008, census method of sampling was used in order to acquire adequate and reliable information.

### 3.5 Sample Size

The total population was equal to the sample size.

**N:B Sample size=Total population**

### 3.6 Measurement of Variables

Variable	Measuring Instrument	Questionnaire Number
1. Management leadership style	Questionnaire.	<b>Part I</b>
2. Democratic leadership	Questionnaire	<b>Part I</b>
3. Laissez-faire leadership	Questionnaire	<b>Part I</b>
4. Autocratic leadership	Questionnaire	<b>Part I</b>
5. Employee productivity	Questionnaire	<b>Part II</b>

*Table 1.1 Measurements of Variables*

### 3.6 Research Instruments

The researcher used a cross-sectional survey (College, 2017) with the questionnaires as a research instrument.

### 3.7 Pre-Testing

The researcher issued five questionnaires for pre-testing to five respondents for two consecutive weeks for comparison to ensure consistency of the information.

### 3.8 Validity and Reliability of Measures

**Validity** is the ability of an instrument to measure what it is intended to measure while **reliability** is the degree to which a research instrument is consistent and hence accurate.

In this case, the researcher used **content validity of the data** collected using the questionnaires administered.

### **3.6 Data Collection**

Data was collected from a total population (in this case it's the sample size) by use of questionnaires. Questionnaire forms were administered to all the respondents for a time span of one week and thus a cross-sectional survey was used.

### **3.7 Data Analysis**

This is the process of applying statistically systematic and logical techniques to describe and evaluate data. Data collected in this study was analyzed quantitatively using Statistical Package for Social Science (SPSS). Descriptive statistics such as mean, standard deviation and correlation coefficient was used.

### **3.8 Ethical and Logistical Considerations**

#### **3.8.1 Ethical considerations**

Some principles were considered during the process of collecting data; Care was taken to avoid exaggeration. The respondents were assured of confidentiality, honesty and transparency on the issues concerning the research. Their participation was entirely with their consent and without coercion and thus were assured that they will not come to any harm whatsoever and that their dignity and respect would remain intact. Respondents were also given an introduction letter from the researcher to notify them the reason for conducting the research

#### **3.8.2 Logistical considerations**

Since the hotel is located in Thika town about 2 kilometres from Grets University public means to and fro was used. The same applied to Sagret Nairobi which is 42km away from Thika. Researcher had an estimated budget for the study to ensure all costs incurred were budgeted for.

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRETATION AND RESULTS

#### 4.1 Introduction

This chapter presents the findings of the study, data analysis and the interpretation of the data that was collected from the respondents. The data as presented herein by use of tables and figures was collected by use of self-administered questionnaire as the research data collection tool.

#### 4.2 Response rate

A total of 42 questionnaires, as the research tool were distributed to the various employees of the Sagret Hotel branches (Nairobi and Thika). Of the 42 questionnaires, 39 were returned yielding a 93% response rate. Three questionnaires were incomplete and at such, the researcher considered them inconclusive and obsolete.

#### 4.3 Data analysis and interpretation

##### 4.3.1 Analysis of employees by gender

As shown in table 4.1 below, the females dominated in the research with a 51.3% participation than the males who were 19 with a percentage rate of 48.7%.

##### Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	20	51.3	51.3	51.3
Valid Female	19	48.7	48.7	100.0
Total	39	100.0	100.0	

### Table 4.1 Gender analysis

#### 4.3.2 Analysis of employees by duration worked

The table below represents data information on the duration the employees who took part in the study have worked in the Sagret Hotel two branches. Most of the respondents (22) accumulated a percentage of 56.4%, indicating they have worked for at least a year in their respective branches of Sagret Hotel. Only 11 of the total respondents have worked for more than a year whereas the least of the respondents (6), 15.4% have worked for less than a year. This analysis offers proof that indeed; the feedback can be relied upon.

#### DurationWorked

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than a year	6	15.4	15.4	15.4
1 Year	22	56.4	56.4	71.8
Valid More than 1 year	11	28.2	28.2	100.0
Total	39	100.0	100.0	

Table 4.2 Analysis by duration worked

### 4.4 Descriptive statistics

#### 4.4.1 Descriptive statistics on leadership

As shown in table 4.3.1 below, five items of leadership were analyzed and from this, only three items amounted to a mean of not less than 3.0, meaning respondents neither agreed or disagreed with these items (I.e. delegation of work amongst all employees, employee supervision is carried out and the management's level of performance being high). Most of the respondents disagreed with the items of



management taking the employees' ideas into consideration and human resources being utilized and mobilized effectively, as they amounted to different means of less than 3.0.

**Descriptive Statistics on leadership**

	N	Mean	Std. Dev.
There is delegation of work amongst all employees	39	3.10	1.021
Employee supervision is carried out	39	3.23	.842
The management takes the employees' ideas into consideration	39	2.56	.680
The human resources are utilized and mobilized effectively	39	2.92	.774
The management's level of performance is high	39	3.23	.959
Valid N (listwise)	39		

**Table 4.3.1 Descriptive Statistics on Leadership**

**4.4.2 Descriptive statistics on employees' productivity**

Table 4.3.2 below shows that most of the respondents neither agreed nor disagreed with the first four items of employees' productivity as each of these items has a mean of not less than 3.0 while most respondents disagreed with the fifth item on employees' getting the training from management as this item has a mean of 2.69.

**Descriptive Statistics on employees' productivity**

	N	Mean	Std. Deviation
The working conditions are favorable	39	3.23	.986
Employees' financial rewards and salaries are encouraging	39	3.08	.774
Employees' work performance is recognized	39	3.59	.880
There is also provision of opportunities for all employees	39	3.08	.739
Employees' get training from the management	39	2.69	.694
Valid N (list wise)	39		

**Table 4.3.2 Descriptive Statistics on employees' productivity**

**4.5 Correlation analysis**

**Table 4.6 Correlations coefficients**

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**Leadership                  Decision Rule**

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**Employees' productivity** Pearson correlation (*r*)    0.64

Sig. (2-tailed)                      .025 **Reject Ho**

N            39

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**\*Correlation is significant at the 0.05 level (2-tailed).**

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According to the table 4.6 above, the null hypothesis (Ho1) which states, “There is no statistically significant relationship between the management leadership styles and employees’ productivity was rejected by the researcher as this yielded a positive strength of relationship ( $r= 0.64$ ) and a significant relationship of .025 which is less than the minimum stipulated level of 0.05.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter intends to provide the research's summary, make conclusions and also give some recommendations pertaining the same topic of study.

### **5.2 Summary**

The study was investigating the effects of management leadership styles on the employees' productivity/performance at Sagret Hotels. The study had three major objectives in order to achieve the required goals. It tried to examine the impact of democratic leadership on employee performance, the impact of laissez-faire leaders on employees' productivity and finally how autocratic leaders influence employees' performance. From the researcher's findings, it was observed that many of the respondents neither agreed nor disagreed to the leadership aspect of its influence on their productivity. Additionally, employee's productivity was also realized not to be influenced in any way by the leadership styles used in the hotel.

### **5.3 Conclusions**

From the findings of the research, it was concluded that leadership had no influence of the employees' productivity and therefore there could be other reasons for decreased level of performance. Writer 2020, other causes of declined sales in organizations are such as the products prices, overlooking competition, products quality and unique value, failure to pay attention to customer's needs, poor working conditions, marketing strategies, poorly trained staff ,disregarding customer loyalty,. This was realized after many respondents neither agreed nor disagreed to both variables of the research herein.

### **5.5 Recommendations for Policy or Practice**

The researcher therefore recommends thatthe hotel reviews every other aspect that may be a cause for the reduction of the employees' productivity and sales. These are such as the prices of their products, competitors and the quality and unique value of their products.

### **5.6 Recommendations for further research**

The study recommends that further studies should be carried out in analyzing the other possible influences of employees' productivity in hotels. The researcher also recommends a study to be carried out to determine the level of effectiveness of other leadership styles in the performance of employees that has not been tackled in this study.

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## APPENDICES

### APPENDIX 1

#### Research Budget

ITEM (s)	PRICE (KSh)
Internet	Sh 100x60days= <b>sh. 6,000</b>
Printing and Binding	8copies, <a href="#">20page@sh.5</a> = <b>sh. 800</b>
Transport	Sh. 60 for 20 days= <b>sh. 1,200</b>
Lunch	Sh. 180x20days= <b>sh.3,600</b>
<b>TOTAL</b>	<b>Ksh. 11,600</b>

*Table 4.5 Research Budget*

## **APPENDIX 2:**

### **Research Questionnaires; Introductory Letter**

**Dear Respondent,**

Presenting this questionnaire form is Anne Wangari, an undergraduate student at Gretsia University taking a Bachelors' degree in Hospitality Management. As a requirement for the completion of my course, I am needed to make a research on a study topic on my area of my specialization. I'm therefore requesting for your assistance in answering the following set questions relevant to my area of study. High level of confidentiality has been guaranteed for any information provided and therefore feel free to give out all the necessary feedback.

Thank you for being part of this.

Yours Faithfully,

Anne Wangari Wagiita.



**Do not write your name on this paper.**

**Part I; Tick inside the box according to your view where appropriate**

**The following numbers in the table provided signals that:**

**5. Strongly Agree 4. Agree 3. Neither Agree /Disagree 2. Disagree 1. Strongly Disagree**

<b>NO.</b>	<b>LEADERSHIP</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1.	There is delegation of work among other employees.					
2.	Employee supervision is carried out.					
3.	The management takes the employees' ideas into consideration.					
4.	The human resources are utilized and mobilized effectively.					
5.	General view of the management's level of performance.					

**PART II; Tick inside the box according to your view where appropriate.**

**The following numbers in the table provided signals that:**

**5. Strongly Agree 4. Agree 3. Neither Agree/Disagree 2. Disagree 1. Strongly Disagree**

<b>NO.</b>	<b>EMPLOYEES' PRODUCTIVITY</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1.	The working conditions are favorable.					
2.	Employees' financial rewards and salaries are encouraging.					
3.	Employees' work performance is recognized.					
4.	There is also provision of opportunities for all employees.					
5.	Employees' get training from the management.					

***Thanks for your generous participation.***