THE EFFECT OF MANAGERIAL LEADERSHIP STYLE ON WAITRESSES'

WORK PERFORMANCE IN THE HOTEL INDUSTRY IN TANZANIA: A

CASE OF MPANDA STAR HOTELS

YUSTIN AKWILIN

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE

REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN

RESOURCE MANAGEMENT

DEPARTMENT OF LEADERSHIP AND GOVERNANCE

THE OPEN UNVERSITY OF TANZANIA

2020

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation titled "*The Effect of Managerial Leadership Style on Waitresses' Work Performance in the Hotel Industry in Tanzania: A Case of Mpanda Star Hotels*" in partial fulfillment of the requirements for the requirement for the degree of Master of Human Resource Management of the Open University of Tanzania.

…………………………………………….

Dr. Augustine Y. Hangi

(Supervisor)

…………………………………………….

Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system or transmitted in any form by any means, electronically, mechanically, photocopying, recording or otherwise without the prior written permission of the author or The Open University of Tanzania in that behalf.

DECLARATION

I, Yustin Akwilin, do hereby declare that this dissertation is my own original work and has not and will not be submitted to any other University, for a similar of any other degree award.

…………………………………………..

Signature

………………………………………….

Date

DEDICATION

This work is dedicated to my Wife Elizabeth P. Aquiline Solly and my sons Aquiline Austin, Aaron and Adrian Y.A Solly. It is also dedicated to God in Heaven for His Blessings.

ACKNOWLEDGEMENT

ABSTRACT

The study aimed at investigating the effect of managerial leadership style on waitresses' work performance in the hotel industry in Tanzania. The study was guided by transactional leadership theory first described by Max Weber in 1947 and three objectives namely, to examine how autocratic leadership style affects waitresses' job attendance at Mpanda hotels, to examine how democratic leadership style affect waitresses' job commitment in the provision of quality services at Mpanda hotels and to examine how laissez-faire leadership styles affect waitresses' work effectiveness in achieving high productivity at Mpanda hotels. Mixed research was used covering quantitative and qualitative research approaches based on the survey research design consisting of a sample of 64 hotel mangers and waitress drew from 80 populations. Hotel managers were consulted directly due to their positions whereby waitresses were randomly picked in their hotels for the study. Collection of data involved; interview, questionnaire, and documentary review. The findings revealed that the autocratic leadership style affects waitresses' job attendance at Mpanda hotels. Again democratic leadership style has a positive effect on waitresses' job commitment in the provision of quality services. Finally, leaders who applied laissez-faire leadership styles showed mixed results with regard to waitresses' work effectiveness. The study concludes that effective waitress' performance depends on the style of leadership. The study recommends that a mixture of leadership styles should be used depending on different work situations.

Keywords: Managerial Leadership Style, Waitresses' Work Performance, Mpanda Star Hotels, Tanzania

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

SPSS Statistical Package for Social Sciences

US United States

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1   Background of the Study

This study aimed to investigate the effect of managerial leadership style on waitresses' work performance in the hotel industry in Tanzania. Leadership style is simply the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader (Newstrom, Davis, 1993).

In view of the fact that managers develop leadership styles via their education, training, and experience, leadership style in various industries it is considered as a major subject for researchers because it is still an attractive attribute among managers in various types of industries (Mullins, 1998). The first major study of leadership styles was performed in 1939 by Kurt Lewin who led a group of researchers to identify different styles of leadership (Lewin, Lippit, White, 1939). This early study has remained quite influential as it established the three major leadership styles: (U.S. Army, 1973):

(i)   Puthoritarian or autocratic - the leader tells his or her employees what to do and how to do it, without getting their advice.

(ii)   Participative or democratic - the leader includes one or more employees in the decision-making process, but the leader normally maintains the final decision-making authority.

Delegate or laissez-fair (free-rein) - the leader allows the employees to make the decisions, however, the leader is still responsible for the decisions that are made. This history of leadership and how it affects the performance of employees date as back as early as the 17th century. Fredrick Taylor, explains that in order to develop leadership, there is a need for scientific selection, scientific placement and scientific training at the work place, aimed at equipping him or her with skills of leadership needed to lead employees (Zhu, & Lai, 2013). According to Hersey, (2011) leadership plays a pivotal role in leading their followers to fulfill organisational goals effectively.

Once more, Fiaz, Su & Saqib, (2017) in his the study presents three basic leadership styles of leadership decision-making namely; democratic, autocratic, and laissez-faire leadership styles. It is argued that authoritarian leaders rule their groups coercively; democratic leaders try to include everyone in the decision-making process, and laissez-faire leaders let the group function without much - if any - interference. This means these leadership styles in Fiaz, Su & Saqib, (2017); Lewin, Lippit, White, (1939) are applicable across all types of industries where hotels are not exclusive. This background information gives the general scenario of the problem worldwide to countrywide. It gives a picture of what is happening all over the world regarding the presented problem, in this case of waitress performance.

Globally, the studies did in USA by Budhwar, & Katou (2007) show that leadership in hotels recogonise the need to develop an international strategy for their institutions but may lack the knowledge and perspective required to inform good decisions for their waitress. A study carried in UK by Festing, & Schäfer (2014) found that credibility and experience of hotels' life is crucial for effective leadership in the hotel industry.

Most hotel managers in the study had no systematic approach for either identifying or developing their leadership skills to manage their workers. There is a need for a more proactive approach to identify leadership competencies in hotel industry and developing leadership throughout the hotel sector.

In Africa, a study done by Msila (2014) in South Africa, points out that democratic leadership styles have positive effects on the productivity of the waitress. In the same way, research was done by Mwesigwa (2018) in Uganda emphasizes that managers need to demonstrate more democratic leadership styles as the success of the hotels. The quality of leadership instills certain crucial values in guiding their hotel business. This is consistent with the findings presented by Bush (2007). He states that there is a great interest in hotel leadership because of the widespread belief that the quality of leadership by hotel managers produces has a positive relationship to waitress outcomes.

Additionally, a study by Michieka (2016) done in Kenya show that waitress performance is affected by leadership, this is because the issue of leadership in hotels poses a lot of questions on how leaders of hotels are identified, how they are prepared, and the personal predispositions that individuals bring to the exercise of such positions in the performance of their work. Other studies in Tanzania indicate related situations in developed countries. For example, the study was done by Sharma, & Sneed, (2008) found that authoritarian leadership style can have significant negative the outcome to employees performance when a leader dictates policies and procedures, decides alone what goals are to be achieved, and directs and controls all activities without any meaningful participation by the subordinates.

According to the study done by Yao, & Wei, (2019) found that there are leadership deficit and employee performance in business sectors. The problem is even more pervasive in the private sector such as hotels. Hersey, (2011) adds that one of the continuing challenges in the hotel industry is how to capture a high degree of waitress performance.

While recruitment, selection, and training practices are often standardized across the unit's employees' performance show a discrepancy. In the study by Hersey (2011) found that leadership styles have a direct effect relationship upon work performance in the hotel industry. This author concluded that an appropriate leadership style to boost performance of hotel employees is important. This implies the gap between leadership and waitress performance never close. Thus undertaking this study would help to reduce the effect of the problem.

1.2   Statement of the Problem

According to Yao & Wei (2019), leadership deficit and employee performance is the most pressing issues for decades even more pervasive in the hotels' sector. The continuing challenges in the hotel industry are the provision of a high degree of the waitress job performance throughout excellent leadership (Hersey, 2011). Due to that deal with the leadership crisis in the hotel, the industry is now increasingly a question of what constitutes an appropriate leadership style to augment employee's performance. Sari & Suslu (2018) report that in Pakistan, the most pressing issue for decades has been how many employees in hotels can increases production when a certain leadership style is employed.

According to a study by Yao & Wei, also (2019) agree that today's hotels have failed to meet their objectives and the chase to be more successful due to unsolved leadership issues. Just like Star Hotels in Mpanda District whose employee performance is limited to expectations according to owners of hotel reports for two years 2016, 2017, and 2018 that show dropdown in sales, quality of service, and general job attendance. This phenomenon was correlated with leadership styles, which affected staffs' performance (Sari & Suslu, 2018). The efforts to improve hotels performance have been done by these owners by means of increasing salaries and terminating underperformers but still, the problem exists. Much as there some studies which had been conducted before on this problem, but there is no literature of the same study done in Mpanda district. Therefore a researcher decided to undertake this study.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of this study is to examine the effect of leadership style on waitresses' work performance in the hotel industry in Tanzania.

1.3.2 Specific Objectives

Specifically the study is guided by the following objectives:

(i)   To examine how autocratic leadership style affects waitresses' job attendance at Mpanda hotels

(ii)   To examine how democratic leadership style affect waitresses' job commitment in the provision of quality services at Mpanda hotels

(iii)   To examine how laissez-faire leadership styles affect waitresses' work effectiveness in achieving high productivity at Mpanda hotels.

1.4 Research Questions

(i)   How does the autocratic leadership style affect waitresses' job attendance at Mpanda hotels?

(ii)   How does the democratic leadership style affect waitresses' job commitment in the provision of quality services at Mpanda hotels?

(iii)   How does the laissez-faire leadership style affect waitresses' work effectiveness in achieving high productivity at Mpanda hotels?

1.5   Significance of the Study

The study adds value to research findings as follows:

(i)   Its findings are useful to future researchers whereby they may use this work for reference; academicians can use it to broaden knowledge about leadership style in relation to waitresses' performance

(ii)   Its findings enable hotel managers and owners to develop appropriate management style in order to achieve higher productivity at their workplaces.

(iii)   Findings may assist hotel managers other mangers in managing human resources to achieve higher productivity.

1.6   Scope of the study

Scope refers to how far the research area has explored and parameters in with the study will be operating in (Yin, 2017). The type of information to be included in

the scope of a research project would include facts and theories about the subject of the project. This study is limited to the effect of leadership style on waitresses' work performance in the hotel industry in Mpanda.

1.7   Limitations and Delimitation of the Study

Wei, et al (2016) states that the limitations of the study are those characteristics of the methodology that impact the interpretation of the findings from research. This study was limited to financial constraints because a researcher has no sponsorship. In order to solve that challenge, the researcher arranged for a flexible budget in case there of variations to expected costs.

1.8   Organisation of the Study

The study is organized into five chapters. Chapter one introduces the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitations of the study, and delimitations of the study, scope of the study. Chapter two reviews related studies in and outside of Africa context. Chapter three presents the research methodology while chapter four presents data analysis and results of the findings. Finally, chapter five presents a discussion of the findings, conclusion, and recommendations of the study in line with the research objectives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consists of definition of terms, theoretical literature, empirical studies conceptual framework and research gap.

2.2 Definition of Key Terms

This chapter consists of a definition of terms, theoretical literature, empirical studies conceptual framework, and research gap.

2.3 Definition of Key Terms

The definitions outlined in this section are according to the meaning they carry out in the context of this study and not according to other authors:

Leadership means influencing and directing the waitress to raise hotel productivity.

Leadership Style is the manner by managers to manage hotel workers through providing direction, implementing plans, and motivating them to increase productivity and secure high attendance rates at the job.

Effectiveness, the term effectiveness in this study implies an intended or expected outcome from waitress jobs in hotels.

Hotel Managers are those who manage waitress and the general operation of a hotel, for achieving high work performance and the provision of the hotel quality services.

2.3   Theoretical Literature Review

2.3.1   Transactional Leadership Theory

The theoretical framework provides a picture as to how the theories fit together (Freeman, 2017); according to Glaser, et al. (2013), a theory is the acceptable general principle or body of principles offered to explain phenomena. The study will be guided by transactional leadership theory; this theory was first described by Max Weber in 1947 and then by Bernard Bass in 1981. This style is most often used by the managers in managing their employees such as waitress in the hotel industry. It focuses on the basic management process of controlling, organizing, and short-term planning. The famous examples of leaders who have used transactional techniques include McCarthy and de Gaulle.

Assumptions of Transactional Theory; Employees are motivated by reward and punishment, the subordinates have to obey the orders of the superior, the subordinates are not self-motivated. They have to be closely monitored and controlled to get the work done from them. This means that the theory believes in motivating through a system of rewards and punishment. If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow. Here, the exchange between leader and follower takes place to achieve routine performance goals. It describes that when employees are successful, they are rewarded; when they fail, they are reprimanded or punished. This implies that some hotel managers apply this kind of leadership in their hotels.

Some of the implications of the transactional theory are; the transactional leaders overemphasize detailed and short-term goals, and standard rules and procedures. They

do not make an effort to enhance followers' creativity and the generation of new ideas. This kind of leadership style may work well where the organisational problems are simple and clearly defined. Such leaders tend to not reward or ignore ideas that do not fit with existing plans and goals. Transactional leaders are found to be quite effective in guiding efficiency decisions that are aimed at cutting costs and improving productivity. Transactional leaders tend to be highly directive and action-oriented and their relationship with the followers tends to be transitory and not based on emotional bonds.

The objectives of the theories were: To improve performance by increasing productivity in business organisations this covers hotels as regards to this context, employee attendance to the job due to the rewards and discourage poor attendance and drop in production. These objectives outline in the theory and assumptions are related to the variables of the study because leadership style either democratic, autocratic or lesser fair leadership results in some positive and negative outcomes, ether improving the effectiveness of waitress in attending the job, or dropping down production when a leader is more coercive in using punishment. The theory assumes that subordinates can be motivated by simple rewards. The only 'transaction' between the leader and the followers is the money, which the followers receive for their compliance and effort. In view of the transactional style of leadership is viewed as insufficient, but not bad, in developing the maximum leadership potential. It forms as the basis for more mature interactions but care should be taken by leaders not to practice it exclusively, otherwise it will lead to the creation of an environment permeated by position, power, perks, and politics.

2.4 Empirical Literature Review

The analysis of this empirical section tries to analyze the literatures basing on the objectives of the study by using the experiences of the previous studies; their arguments, strength and weaknesses and the researcher indicates what new knowledge will the study add as follows.

2.4.1 Autocratic Leadership Styles

2.4 Empirical Literature Review

The analysis of this empirical section tries to analyze the kinds of literature basing on the objectives of the study by using the experiences of the previous studies; their arguments, strength and weaknesses and the researcher indicates what new knowledge will The study adds as follows.

2.4.1 Autocratic Leadership Styles

Autocratic leadership represents all those leaders who makes a decision without the consent of team members and is usually applied when a quick decision is being taken and team agreement is not important for acquisition of successful results (Boehm, Dwertmann, Bruch, and Shamir, 2015). Little opportunities are given to staff and team members to make suggestions, even if it is in the best interest of the team or organization (Amanchukwu, Stanley and Ololube, 2015). An autocratic leader mostly makes a selection on the basis of their own judgments and ideas that rarely include followers' advice and these leaders have absolute control over the group (Zareen, Razzaq, & Mujtaba, 2015). According to Iqbal, Anwar & Haider (2015), autocratic leaders give orders without explaining the reasons or future intentions. In the review of work, there were studies on autocratic leadership style, subordinates' job

performance but the combined study of these concepts is lacking. This is the gap in knowledge this study will try to fill.

The study was done by Rowold & Rohmann (2009) employed a descriptive research design and mixed approaches to assess the effects of hotel manager's autocratic leadership style waitresses' job attendance. To get data questionnaires and interviews were employed. In that study it was found that autocratic leadership influence decreases rate to job attendance and hurts the overall success of the org and the group.

According to him, the group tends to develop hatred for the leader because they feel as if they have no say in the making of decisions and that highly skilled and knowledgeable members of the group feel that their knowledge and skills are wasted because they are not allowed to make contributions to decision-making decreasing morale. The author concluded that lack of creativity among members is necessary because their ideas are not welcome. Ultimately, this can hurt the ability of the group to perform well. The implication of these findings is that workers in hotels tend to be absent in some of the sessions due to decreasing morale.

The study by George (2000), which indented to investigate the effects of autocratic leadership in Tanzania, found that autocratic leaders who fail to provide employees training, knowledge and chance to challenge themselves, show no confidence in the employee's ability to make employees feel their importance and positive mood rather they lose morale for that job. Hashmi, et.al (2018) and Ngaruiya, (2018) describe an autocratic leadership style on a continuum and opined that autocratic leaders make decisions and announce them, without inviting suggestions from subordinates.

Autocratic leader relies heavily on authority, control, power, manipulation and hard work to get the job done (Puni et al., 2016). In the autocratic leadership the system, formal centralized structures, procedures, processes, and mechanism are clearly defined and are enforced to ensure that subordinates do their jobs efficiently within the rules. Punishments are often applied when mistakes are made and sanctions are in the form of withholding attention or good assignment or making people feel guilty.

Motivation under this leadership style is by the means of economic incentives, which are extrinsic in nature and based on performance. He or she does the delegation of authority practiced. Most theorists have identified autocratic leaders with authoritarian leaders simply because research has proven that there is a negative relationship between autocratic leadership and employee performance.

The study conducted by Rowold & Rohmann (2009) adds that transformational leadership has a strong connection with employee's positive emotion while transactional leadership is connected with negative emotion. It is noted that employee with positive moods are more creative, more helpful and more patient in performing the task than those with lower positive moods (Isen & Baron, 1991). This is consistent with the research's result of fisher (2002) on attendants and consequences of real-time affective reactions at work in which positive employee offers to help behavior toward customers and coworkers more. In the same way, the result of the study on salespeople of a large retail store by George (1991) showed that employees with positive moods are more likely to assist customers and coworkers, as consequences, increase the store's sales than those who are forced.

On the contrary, negative emotion may decrease working motivation and high-level of attending the job when a leader is applying coercive leadership (Izard, 1993). In George (2000) it was found that negative emotions had a significant impact on attendance and therefore lower performance of sales. As in hotels case when managers apply autocratic leadership may not improve employee attendance of its employees rather than decreasing working attendance, which affects the performance of the firm. It is reported that a positive mood led to a better creative outcome but it also makes employee over-self-satisfaction that leads to reducing creativity. Similarly, the negative mood created by a leader in workplaces to its employees has two opposite impacts on creativity.

The study by Kalu & Okpokwasil (2018), which focused on the impact of autocratic leadership style on job performance of subordinates in Port Harcourt, Rivers State, Nigeria indicated deficiencies in promoting the performance of the employee. The research design was a survey. The respondents were the 74 professional and para-professional staff. Data collection was through a questionnaire. The analysis was done using frequency and mean for the research question. The findings of the study revealed that the autocratic leadership style tends to develop dependent and uncreative subordinates who are afraid to take up responsibility. The autocratic leadership style, however, shows a significant negative impact on employee performance. This style of leadership tended to have workgroups that were less productive and subordinates showed a high degree of dissatisfaction on the job. Therefore, autocratic leaders tend to limit the performance of subordinates. It is recommended that an autocratic leadership style may be very valuable in situations where decisions need to be made as

quickly and decisively as possible. Since autocratic leadership style leads to job dissatisfaction of subordinates.

The study by Jones & George, (1998) found that individuals who are in a negative mood for the reason of autocratic leadership tend to deny the co-operation to mangers and lower the general level of his or her attendance to his her job (Jones & George, 1998). It is also proved that a negative mood influences team performance negatively. This implies hotels employee can make better performance through excellent attendance resulting from an appropriate leadership style. Good attendances according to George (2000) results from the relaxed employee as opposed to autocratic leadership tend to cause stress. Over the studies analyzed one may conclude that different leadership styles have different impacts on employee attendance.

Through adopting the appropriate leadership styles, leaders can affect employee attendance and the higher productivity of the firms. Janse (2018) posited that authoritarian leadership is a now outdated form of management that, especially in recent decades, is sure to create a lot of resistance among employees. The word authoritarian comes from the Greek language and derives from the word autocratic. 'Auto' means self and 'cratic' means rules. Autocratic leadership is a leadership style in which, without accepting participation, the authoritarian leader makes all the decisions themselves and delegates the tasks. This leader will check and punish their employees more severely and quickly. When the results are disappointing, or when the leader expects this to happen, the authoritarian leader will use his power to threaten sanctions such as dismissal so that undesirable behaviour can be prevented (Janse 2018). The authoritarian leader prefers to focus on results and tasks rather than on the

employees who make the results possible. This supreme ruler assumes that employees have little ambition, prefer to avoid responsibility, and only strive for individualist goals. This way of thinking ensures that the leader tolerates little feedback, does not enter into discussions and always maintains control (Janse 2018). This leadership style is therefore often assessed as unpleasant, dominant, and insensitive. The anti-social skills possessed by the authoritarian leader often lead to resistance among employees because they feel subordinate. The feedback this leader gives to their employees is often negative, not very constructive, and is sometimes accompanied by overt anger (Janse 2018).

2.4.2 Democratic Leadership Style

According to Bhatti et al. (2012) who investigated the effects of democratic leadership found that decisions about organisational matters are arrived at after consultation and communication with various people in the organisation. The findings regarding the effects of democratic leadership style on waitresses' commitment in provisional of beverages and food services showed that leaders who apply democratic increased waitresses' commitment in provisional of beverages and food services. Blankson, et.al (2019) suggests that the democratic leadership style focuses more on people and there is greater interaction within the group. The leadership functions are shared with members of the group and the leader is more part of the team. The leader attempts as much as possible to make each individual feel that he is an important member of the organisation. Similarly, Bruni, et al (2018) recommends that the principles of democratic leadership are friendliness, helpfulness, and the encouragement of participation. In the same vein, all people involved use their skills together for the

completion of a certain task, and hence, almost all ideas are taken into consideration and carefully debated. This implies that democratic leadership is deemed suitable for managing hotels. The recommendations were that democratic leadership has a stronger influence on job commitment than laissez-faire leadership does.

Once more, Bhatti et al. (2012) found that the democratic leadership style focuses more on people and there is greater interaction within the group. Also, Jones et al. (2016) and Raelin (2012) found that democratic leadership is friendliness, helpfulness, and the encouragement of participation in leadership. According to this view, the leader in this regard attempts as much as possible to make each individual feel that he is an important member of the organisation. Democratic style of leadership emphasizes group and leader participation in the making of policies. This is more related to the management of hotels whereby workers in the hotels' industry are overstressed by working day and night for that reason they need have leadership style which frees their minds. In these circumstances, the hotel manager share with leadership with members of the group, and the leader is more part of the team.

McGregor and Cutcher-Gershenfeld (2006) describes this leadership style as benevolent, participative, and believing in people; they equated democratic leader to the Theory Y manager, which is associated with increased follower productivity, satisfaction, involvement, and commitment. The philosophical assumption underlying democratic principles those hotel managers may employ to waitress than being harsh. Hotel managers may use it to create trust and all involvement of company benefits so that to reduce risks of loss.

Waggoner (1999) viewed as democratic leadership as an effective option way makes employees happy and performs the job effectively and efficiently. As compared to other typical styles, declarative leaders rarely make decisions; leave this portion on the employees. Mostly, these leaders according to him delegate responsibility to their employees and offer guidance to trusted team members. Graver and Austin (1995) state that a participative style will be unproductive in the short term; but in a longer period, this style is more productive for an organisation. This productivity increases due to the feeling of empowerment and more commitment to their work and departmental goals. Northouse (2001) argues that participative leadership styles invite and encourage the team members to play an important role in the decision-making process, though the ultimate decision making power rests with the leaders.

According to Mullins, Kerr (2002) participative leadership is that the process and behavior, which allows for the development of additional leaders who can serve the organisation at a later date or in the future. In hotels managers who favor this style state that this type of leaders encourage active involvement on the part of waitress on the team, people seldom are able to express their creativity and express abilities and talents that would not be made apparent otherwise. The researcher sees that the participative style of leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their job and in making different decisions. It is argued that in autocratic style leaders only has the authority to make decisions in which employees' feels inferior in doing jobs and decisions. In democratic style hotels employee have to some extent discretionary power to do work so their performance is better than in autocratic style.

2.4.3 Laissez-Faire Leadership Styles

According to a study by Morsiani, & Sasso (2017), Laissez-faire leaders try to give the least possible guidance to subordinates, and try to achieve control through less obvious means. They believe that people excel when they are left alone to respond to their responsibilities and obligations in their own ways. It is the leadership style in which leaders are hands-off and allow group members to make the decisions (Fiaz, & Saqib, 2017). Contrary to these leadership styles, the laissez-faire leadership style assumes that natural human beings are unpredictable and uncontrollable, and trying to understand people is a waste of time and energy.

Further study by Wong, & Giessner, (2018) found that laissez-faire leadership style is neither on performance nor people; the philosophical assumption is that natural human beings are unpredictable and uncontrollable and trying to understand people is a waste of time and energy. This style allows complete freedom to group decisions without the leader's participation. Thus, subordinates are free to do what they like. The role of the leader is just to supply materials. The leader does not interfere with or participate in the course of events determined by the group.

This style may also work in hotels where hotels managers would leave the participants to decide and participate in the course of events concerning hotels. The manager can only to supply materials such as beer, money, and food to workers. The manager may even not be around leaving them with complete freedom. However, a Laissez-faire leader lives and works with whatever structure put in place without any suggestions or criticisms. Goals and objectives are established only when necessary and required.

In the study done by Fiaz, & Saqib, (2017) explains that on this hypothesis, the leader tries to maintain a low profile, respects all constituencies within the organisation, tries not to create waves of disturbance, and relies on the few available loyalists to get the job done. Such leaders shun decision-making as best as they can and would like to avoid communication, and converses only when needed. Thus, the business of employee development is not a concern to the laissez-faire leader, as they believe that employees can take care of themselves (Islam, et al, 2018). Laissez-faire leader, according to Islam, et al, leaders and Sfantou, et al, (2017), leave and work with whatever structure put in place without any suggestions or criticisms. Goals and objectives are established only when necessary and required.

Thus, the business of employee development is not a concern to the laissez-faire leader, as they believe that employees can take care of themselves (Wong & Giessner, 2015). It is pertinent to mention here that in a study on the banking sector of Pakistan, the laissez-faire leadership style revealed a negative relationship with employee performance outcomes (Asrar-ul-Haq & Kuchinke, 2016). The style may well work to more leaned persons who want freedom and have the ability to make their own decisions right.

According to Yang et al. (2015), this type of leaders are passive leaders, who are not strategy-oriented which contradicts to the characteristics of the transformational and transactional leaders. Passive laissez-faire leadership is based on trust. Passive laissez-faire leader renounces the responsibilities and avoids making decisions. Particularly, such leaders give their decision-making authority to managers and employees (Barsade, & Gibson, (2007) such type of leadership is acceptable when the employees

are experts in their field. Some research studies claim that laissez-faire leadership in the organisation may lead to negative consequences and stress in employees. Passive laissez-faire leadership is based on trust; such passive laissez-faire leader renounces the responsibilities and avoids making decisions. Particularly, such leaders give their decision-making authority to managers and employees (Barsade& Gibson, (2007). Some research studies claim that laissez-faire leadership in the organisation may lead to negative consequences and stress in employees.

According to Yang et al. (2015), this type of leaders are passive leaders, who are not strategy-oriented which contradicts to the characteristics of the transformational and transactional leaders. This type of leadership does not exercise strict control over their subordinates directly. Most of the people in the team are supposed to be highly experienced individuals. Thus, most of them do not need strict control and supervision. Ford, (2019) argues that leadership affects performance of employees in many ways; it lowers production, declines to job commitment, and poor attendance. We can conclude that leadership styles have a direct effect relationship upon work performance in the hotel industry.

2.5   Conceptual Framework of the Study

This conceptual framework consists of independent and dependent variables. Based on the evidence from previous studies such that Fiaz, Su & Saqib, (2017) illustrate three basic leadership styles of leadership decision-making as independent variables, namely democratic, autocratic, and laissez-faire leadership styles. Authoritarian leaders rule their groups coercively; democratic leaders try to include everyone in the

decision-making process, and laissez-faire leaders let the group function without much - if any - interference.

The study consequently uses these variables to relate the study; these leadership styles become independent variables and the dependent variable is waitress performance. In this study waitress performance is measured in terms of job attending at hotels, provision of the quantity of beverage and food served to customers, and increasing productivity through everyday sales. This implies that in order to have effective waitress job performance in hotels, one would require an excellent manger's leadership style. This conceptual framework in Figure 2.1 establishes the relationship between the variables as depicted in the theoretical framework.
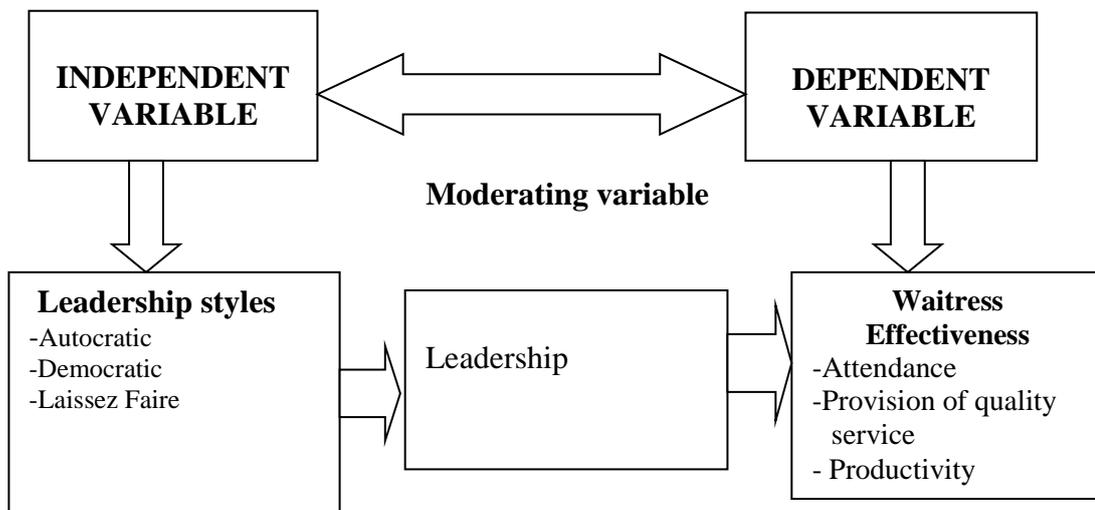
Figure 2.1: Conceptual Framework of the Study
Source: Researcher (2020)

2.6   Research Gap

The literature on leadership styles and employee performance is scattered across hotels industry than other sectors. Also, the evidence of the effect of leadership style on employee performance in hotel is too varied. This study intends to fill this gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the study area, research design, research approaches, sample size and sampling techniques, data collection methods, validity and reliability of the instruments, data analysis, and finally ethical clearance.

3.2 Research Approaches

A mixed research method is the mixture of quantitative and qualitative approaches (Onwuegbuzi, 2004). This study used quantitative and qualitative research approaches. The main reason for using mixed approaches was to get mixed data, which increases the overall strength of a study. Data collection is concurrent whereby both methods are used to overcome a weakness in using one method with the strengths of another such that data collection and analysis of both components occur simultaneously and independently. Creswell (2009) supports the researcher that, when the two approaches are used in tandem, the overall strength of a study becomes greater than either quantitative or qualitative research.

3.3 Research Design

A research design is the set of methods and procedures used in collecting and analyzing measures of the variables specified in the problem research (Rahi, 2017). This study is based on a survey research design. The survey research design involves data obtained by asking respondents questions on paper. This design was used to gather opinions on leadership styles in hotels and their influence on waitress

performance. This method design was used because it is useful in describing the characteristics of a large population. No other research method can provide this broad capability, which ensures a more accurate sample to gather targeted results in which to draw conclusions and make important decisions.

3.4   Study Area

This study was conducted at Mpanda District using all star hotels. Star Hotel means hotels that provide survival above the average; the services are deluxe ones to the guest. Hotels of this kind are the first-class hotels with a larger range of facilities available for high quality. Its location is the Katavi Region whose administrative seat is the city of Mpanda, it has a population of 412, 683 people. The 4-star hotels involved in the study were Mpanda Lodge 3.3 star, Kindly Lodge 2.7, Kirari Executive Lodge 3.1 and White Rose Lodge 2.7 star. It is estimated that each hotel has 15 to 20 employees which makes a total of 80 employees draw a sample. The area was selected purposively to justify the roomers on underperformance resulting from the leadership of their managers.

3.5   Target Population

Target population contains many individuals often restricted to more samples to be drawn from it (Boddy, 2016). The population for this study targeted 80 people from which the sample was drawn. These include employees in hotels and mangers of those hotels in Mpanda.

3.6   Sample Size and Sampling Techniques

The sample size is the number (n) of observations taken from a population through which statistical inferences for the whole population are made (Boddy, 2016).

Therefore the sample size for the study was drawn from 80 employees. This comprised of customers, waitress, and hotel managers. Toro formulae were used to calculate the sample size as follows:

n   =   N_____

                1   +   (e) 2

Where   n = sample size

        N = population size, which is 80

        e = level of precision which is 0.005

Hence   = 80

            1+ (0.005)2

        =   80

            1+0.25

        = 80

            1.25

          N= 64 therefore,

Total Sample size 64 = 64 respondents

3.6.1   Random Sampling

This study used simple random sampling to select waitress in 4 star hotels of Mpanda district. The study used simple random sampling techniques to select 60 waitresses who were available during the study. The technique was used because hotel waitresses are many and everyone had a chance to be chosen in order to avoid bias. Simple random sampling according to Puy et al. (2018) is a sampling technique where every item in the population has an even chance of being selected for the study. This method was applied by random drawing of the portion of the entire population to represent the

entire data set, where each member had an equal probability of being chosen. The researcher created a simple random sample using methods random draws.

3.6.2 Purposive Sampling

The purposive sampling technique is a type of non-probability sampling that is most effective when one needs to study domain with knowledgeable experts within (Ames, & Lewin, 2019). This study used purposive sampling the technique to select four hotel managers of the four-star hotels in Mpanda so that they could provide their opinions on how they view their leadership styles in relation to the performance of waitress in their hotels. This technique was used in order to enable the researcher to get key information from hotel managers whose styles affect performance.

3.7 Methods of Data Collection

3.7.1 Questionnaire

According to Brace, (2018), a questionnaire is devised for securing answers to questions by using a form which the respondent fills himself. In this study, both closed and open questionnaires were administered to four (4) hotel managers and 60 waitresses. Waitresses were randomly selected from 4-star hotels filled the questionnaires. The questionnaire was used for effective means of measuring the behavior, attitudes, preferences, opinions, and intentions of relatively large numbers of subjects more cheaply and quickly than other methods.

3.7.2 Documentary Review

Documentary research is the use of outside sources, documents to support the argument of academic work (Muhanga, & Malungo, 2017). The researcher asked for

ledgers from all four hotels vested to review sales as recoded every day per each waitress. The research correlated the sales and performance of the waitress in order to know if sales were affected by the leadership styles of the manger.

The process of documentary research according to Muhanga involves conceptualizing and assessments of documents. To enrich this work the researcher reviewed written resources including dissertations, journals, internet, and books from OUT library at Katavi Regional center. In those documents, it was found that autocratic leader as someone who is "power-oriented, arbitrary, closed-minded, coercive, and punitive" has a negative influence on waitress attending the job in many hotels. This implies the scientific management approach discourages workers' performance.

3.7.3 Observation

During the study the researcher spent much time observing the styles of school leaders. Observing a leader during their everyday activities revealed a variety of situations, stressors, and behaviors. The observer saw leadership style, interactions with the waitress, and detected skills that there is a poor leadership skill. In addition, observation identified leader strengths and expertise that are unique from one hotel leader to another.

The researcher also observed the ability of managers to delegate duties to the waitress. Further, he observed the hotel mangers and identified their weaknesses in giving feedback as well as their personality. According to sprawled, (2016) the only way to understand the type of leader is to assess their personality.

3.8   Validity and Reliability

Validity and reliability of data collected depends on research instruments used to collect those data (Enon, 1998). According to Babbie, (2004) validity refers to the extent to which the concept one wishes to measure is actually being measured by a particular scale and produces accurate results. Whereby reliability refers to the measure of the degree to which a research instrument yields consistent results after repeated trials.

In order to establish the reliability and liability of the instrument, the researcher conducted a pilot study. The test-retest method was used in assessing reliability through administering the same instrument twice to the same subjects after a carefully considered time lapse between the first and second tests. The second test was administered after two weeks.

In addition, the construction of the questionnaire instrument measured the theoretical concept that the researcher hoped to measure. The research adequately measured the key concepts in the study. The study also employed multiple methods of data collection such as questionnaires, observation, and documentary review triangulating the subjects so as to increase the validity of collected data. Triangulation refers to the use of multiple methods to develop a comprehensive understanding of phenomena (Patton, 1999). Triangulation was used to test validity through the convergence of information from different sources. Golafshani (2003) supports that; studies that use a single method of data collection are vulnerable to errors of the particular method than using multiple methods. For that reason, the researcher is convinced that the study is valid and reliable.

3.9 Data Analysis and Procedures

Data analysis according to Mihas (2019) is the process of evaluating data using analytical and statistical tools to discover useful information for decision making. In this study, the statistical package for social science tool (SPSS)16 version was used to create, edit, code, and analyse quantitative data(closed questionnaire) using descriptive statistical technique. Descriptive statistics according to Mugenda and Mugenda (2003) includes the statistical procedures that produce indices that summarize data and describes the sample. For qualitative data gathered through document search and observation the analysis was done through thematic analysis.

3.10 Ethical Considerations

Ethics are standards for conduct that distinguish between rights and wrong (Harriss, & Atkinson, 2017). In the Oder to ensure reach ethics are observed. The research got permission from the postgraduate studies office. On top of that respondents were left free to decide willingly about their participation or withdraw. However, during data collection, the researcher kept secret of information gained by means of respecting the confidentiality and anonymity of your research respondents. This included respondents' personal information. Participants participated in the study voluntarily.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis, results of the findings and discussion of those findings in line with research objectives.

4.2 Characteristics of Respondents

Table 4.1: Demographic Characteristics of Respondents N=64

Managers	Gender			Education level					Experience(years)				
	Male	Female	Total	Form 4	Diploma	Degree	Masters	Total	0-1month	2-3	5-6	6-above	Total
	3	1	4	3	1	0	0	4	2	1	1	0	4
Percents %	75	25	100	75	25	0	0	100	50	25	25	0	100

Waitress	Gender			Education level				
	Male	Female	Total	certificate	Diploma	Degree	Masters	Total
	15	45	60	45	11	2	2	60
Percents %	25	75	100	70.3	18.3	3.3	3.3	100

In Table 4.1, the demographic characteristics of respondents show that 4 hotel mangers and 60 waitresses were involved in the study; out of whom 3 (75percent) were male and 1 (25 percent) were female mangers. The waitress who was involved in this study were 60, the composition of which 15 (25percent) of them were male waitress, 45 (75 percent) were female male. In this study, the mangers were educated up to certificate level who was 45(70.3 percent) and diploma 1(25perecnt). Their experiences were as follows 0-1month (50percent), 2-3 (25 percent), and 5-6 (25percent) and 6-above there was none.

In addition, they were classified according to their levels of education such that form four were 45 (75 percent), 11 diploma (18.3 percent), Bachelor degree 2 (3.3 percent), and master Degree 2 (3.3 percent %). The study involved a total of 64 respondents such that 46 were females and 18 were males.

4.3   Results and Discussion

Table 4.2 shows that the majority of the respondents believe that autocratic leadership style affects waitresses' job attendance at Mpanda. The 53.1 percent of the waitress was coming and leaving after or before their scheduled time. However, 57.8 percent of them were of the view that democratic leadership style increases pressure to the waitress hence the possibility of not attending their jobs well, which are allocated to them at Mpanda Hotels. At the same time 90.6 percent of the respondents said that their morale at work has dropped. In other findings, it was indicated that 78.1 percent used to come late in spite of threats from the manager of the hotel. The fear of sanctions causes them to be extrinsically negatively motivated. This has an impact on performance.

Table 4.2: Effects of Autocratic Leadership Style To Waitresses' Job Attendance

Statements	Frequencies of Respondents					
	Yes		No		Total	
	No	%	No	%	No	%
Coming and leaving after or before their scheduled time	34	53.1	30	46.9	64	100
Possibility of not attending the job carefully due to pressure	37	57.8	27	42.2	64	100
Declined morale to attend and work effectively	58	90.6	06	9.4	64	100
Coming in late at work	50	78.1	14	21.9	64	100

Source: Research Field (2020)

We compared the results in Table 4.2 to the study conducted by Kim, & Kim, (2019); Asiabar, & Ardestani, (2018). In that study, it was found that subordinate members under autocratic leadership staff tend to develop anger to employees because they feel frustrated by a leader. The researcher found out that this research question is in line with the study conducted by Rowold & Rohmann (2009) to assess the effects of the hotel manager's autocratic leadership style waitresses' job attendance. Rowland observed related issues; that autocratic has a negative influence on attending the job. The dislike is worse if highly skilled and knowledgeable members of the group feel that they are pressurized when they are to perform well. According to Rowold & Rohmann (2009), if leadership style is not a well-applied waitress, increases low morale to job attendance, which consequently leads to low performance.

In this study, it has been confirmed that autocratic leadership to waitress affects their job performance as a result of poor attendance. Observation made at the workplace and waitress view by 90.6 percent blamed that they face problems of transport, threats from a manger walking tools, and accidents on the road when coming from a job at night, which in turn they cannot attend well to hotel duties according to the hotel timetable.

The researchers observed that some waitress arrived at the hotel at 9:00 am while they had a session starting at 8:30 am. Also, the respondents state that waitress houses are a needed requirement and that the presence of adequate waitress houses can reduce the problem of performance related to attendance. Findings of this study, it has been confirmed that the autocratic leadership style waitresses affect the performance of the waitress.

In addition, more than 50 percent the responses, through open-ended questions from the waitress, confirmed that they would like to live in hotel houses but due to inadequate rooms they lack this service. Nevertheless, the responses show that living in rented houses near hotels affect their performance and sometimes they fail to attend some issues that may arise in the day. When we compared the results and the findings from these researchers we discovered that waitress morale to attend work effectively is affected by threats, the pressure of their mangers and walking tonight due to lack of rooms for them to stay after the job.

Furthermore, due to these findings and those of other researchers, it is difficult to get effective attendance of waitresses out of adequate houses for rent or houses built by hotel managers. The researcher suggests that hotel owners have to build enough houses for the waitress in order to make them stay around the job. Concerning these findings and those of other researchers, in this study, it was found that, since hotel managers grant rooms to other privileged hotels and the woman than men, it is obvious that lack of equitable provision of the same incentive to other groups, affects waitress' morale in attending the job.

In similar finding George (2000) found out that leaders who provide employees with transport and houses, show confidence in the employee's ability and make employees feel their importance and positive mood to attend the job even at night. This information was corrected through findings by Rowold & Rohmann (2009) and found out that autocratic leadership has a strong connection with an employee's positive emotions. We, therefore, come to a conclusion that an employee with positive moods* to the job is the result of a positive or negative leadership style. This is also consistent

with the research's result of Fisher, (2002) on "Attendants and consequences of real-time affective reactions at work in which positive employee offers helping behavior toward customers and coworkers more.

In the same way, the result of the study on salespeople of a large retail stores by George (1991) showed that employees with positive moods are more likely to assist customers and coworkers, as consequences, increase the store's sales than those who are forced.

On the contrary, negative emotions may decrease working motivation and high-level of attending the job when a leader is applying coercive leadership (Izard, 1993). When we related these results to George's (2000) findings it was found that negative emotions had a significant impact on attendance and therefore lower performance of sales. As in hotels case when managers apply autocratic leadership may not improve employee attendance of its employees rather than decreasing working attendance, which affects the performance of the firm. In relation to interview results, it is reported that positive mood led to a better creative outcome but it also makes employee over-self-satisfaction that lead to reducing creativity.

Likewise, the negative mood created by a leader in workplaces to its employees has two opposite impacts on creativity. Over the studies we have analyzed we may conclude that different leadership styles have different impacts on employee attendance. By adopting the appropriate leadership styles, leaders can affect employee attendance and the higher productivity of the firms.

Table 4.3: Effects of Democratic Leadership Style on Waitresses' Job Commitment

Statements	Frequencies of Respondents					
	Yes		No		Total	
	No	%	No	%	No	%
Democratic encourages innovation, teamwork, creativity and happiness to work extra hours without additional pay	50	78.1	14	21.9	64	100
Waitress feel valued due to democratic leadership	43	67.2	21	32.8	64	100
Democratic leadership enables employee to perform the job well	39	60.9	25	39.1	64	100
The freedom from the leader motivates waitress	47	73.4	17	26.6	64	100

Source: Research Field (2020)

Table 4.3 shows the differences in responses to the effects of democratic leadership style on waitresses' Job commitment. The replies from participants were as follows; majority i.e. 78.1 percent agreed that they feel joyful to work more hours with no bonus pay, while 21.9 percent disagreed with this the statement. Concerning the feeling of being valued, the findings indicated that 67.2 percent felt valued under democratic leadership though 32.8 minorities were in opposition to the view.

Besides that 60.9 percent of respondents report that democratic leadership enables them to perform their job with no pressure. This implies that democratic leadership has a positive effect on job loyalty. In relation to freedom of work by waitresses, the majority of 73.4percent agreed about the fact.

From these findings, under democratic leadership were performing better than autocratic leadership. This research question is moreover related to the study conducted by Bruni et al. (2018) in Ejisu Municipal such that democratic leadership was found to have a stronger influence on job commitment than laissez-faire

leadership. In his study we discovered that the hotel managers who are successful, their decisions about organizational matters are arrived at after consultation and communication with waitress. In this study, it has been confirmed that, democratic style of leadership emphasizes group and leader participation in the making of policies. When we compared these results to studies over autocratic leadership, we found that waitresses are in excessive stress as a result of working through day and night. For that reason they need to have a democratic leadership style, which would free their minds so, that may become loyal in doing their jobs.

According to these views, we have found that the leader in this regard attempts as much as possible to make each individual feel that he or she is an important member of the organisation. In the same vein, all people involved use their skills together for the completion of a certain task, and hence, almost all ideas are taken into consideration and carefully debated. Concerning these findings and those of other researchers, we can conclude that democratic leadership affects job commitment compared to autocratic leadership.

Furthermore, this question is in line with the research conducted by Waggoner (1999), which reveals democratic leadership as being an effective option that makes employees happy and so will make him/her perform his/her job effectively and efficiently. When waitresses are employed at various hotels it is natural for them to expect the hotel managers to provide proper rooms instead of going home tonight after job. Instead, when some of the reports, they find make-shift rooms that may require them to sleep even together. At other times, they may be offered nothing and be forced to rent accommodation themselves and arrange their own transport when

coming and going to their homes whether at night or daylight. Female waitresses and new ones suffer if they meet an autocratic leader who never pays attention to their complaints.

In a related study by Northouse (2001), we found out that participative leadership styles invite and encourage the team members to play an important role in the decision-making process, though the ultimate decision making power rests with the leaders. Mullins, (2002) findings were similar to previous researchers and field findings through observations whereby it was observed that one out of 4 mangers listened to waitress point of view. In the hotels' industry we discovered that managers who favor this style encourage active involvement in the part of the waitress. We also see that the participative style of leadership has a greater positive effect on employee performance.

Table 4.4: Effects of a Manager's Laissez-Faire Leadership Styles to Waitresses in Increasing Productivity

Statements	Frequencies of Respondents					
	Yes		No		Total	
	No	%	No	%	No	%
Deadline is met due to complete freedom from the leader	36	56.3	28	43.7	64	100
No need to shift to another work place of work as the manager is fair	45	70.3	19	29.7	64	100
Some employees are simply not able to set their own deadlines, motivate themselves and/ or activate themselves.	54	84.4	10	15.6	64	100
Employees are less focused on working in a results-oriented fashion	22	34.4	42	65.6	64	100

Source: Research Field (2020)

In Table 4.4, the findings were as follows; the first findings indicated that workers under laissez-faire leadership met deadlines to submit sales over a day due to complete freedom from the leader (56.3 percent). The minority who were 43.7 percent were aligned with the view that there is a failure in meeting deadlines set by the hotel manager. This means majority confirm that when under lazier fair waitress arranges their own time to make records for submissions. On the side of negatives, we found mixed results that laissez-faire leadership may lead to delay in meeting deadlines, which affect sales and purchases for the next day.

On the subject of the need for a waitress to shift to another hotel, 70.3 percent have shown no interest to shift their employment to another hotel but those who were under autocratic leadership (29.7) percent had shown interest to shift. This means workers need to relax when working at hotels and develop anger when threatened. Moreover, it is evident that some managers seem to be democratic while others seem autocratic in nature in getting results. Additional findings indicated that some employees are simply not able to set their own deadlines, motivate themselves and or activate themselves 15.6 percent. Others (84.4 percent) perceived that they were able to set their own deadlines motivate themselves and or activate themselves.

On the other side of the majority of the findings indicated that 65.6 percent waitress was less focused on working in a results-oriented fashion despite the freedom they had. These results were however compared to other researcher's works and found that this research question is in line with the study conducted by Morsiani & Sasso (2017) which indicated that laissez-faire leaders achieve control through less obvious means.

In this study, we went further to make a comparison with findings by Fiaz, & Saqib, (2017) and found out that on this hypothesis, the leader tries to maintain a low profile, respects all constituencies within the organisation, tries not to create waves of disturbance, and relies on the few available loyalists to get the job done. Such leaders shun decision-making as best as they can and would like to avoid communication, and converses only when needed.

Concerning these findings and those of other researchers, we discovered that lazier fair leadership affects sales, sales since this type of leadership does not exercise strict control over their subordinates directly. Most of the people in the team are supposed to be highly experienced and leaned professionally. Thus, most of them do not have professional training in hotels, which require supervision to control them. Based on studies and findings we can, therefore, conclude that laissez-faire leadership in the hotel industry leads to negative consequences. We suggested laissez-faire leadership be used in higher leaning instructions than the hospitality industry.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This chapter presents the conclusion and recommendations of the study in line with research objectives.

5.2   Conclusion

5.2.1   Autocratic Leadership Style

Autocratic leadership style, however, shows a significant negative impact on waitress performance. This indicates that the performance of employees would not increase when the autocratic approach is applied. In view of globalization, an autocratic leadership style may no longer be accepted by employees who are now becoming more knowledgeable, independent, and competent. Most importantly, there is no mentorship process under autocratic leadership. The job performance of subordinates is determined to a large extent by the leadership style adopted by the hotel manager.

It is therefore necessary for leaders to try and adopt the leadership style that will bring out the best in their subordinates. The average employee likes to be independent and does not want to work under conditions of coercion and compulsion. This type of behavior style, rather than solving organizational problems seems to create more problems. The Michigan studies also found that managers who adopted a production-centered leadership style tended to have workgroups that were less productive and employees showed a high degree of dissatisfaction on the job. Therefore, autocratic leaders tend to limit the performance of waitress so posited by Puni, Ofei & Okoe

(2014) and Akor (2014). Autocratic leadership style will in no way bring out the best in the subordinates. It is concluded that that department such as sales, marketing, human resources management, and billing in hotels need more different styles than autocratic ones. For security, operation and other technical departments established laws, rules, and procedures a more rigid and autocratic leadership style may be recommended.

5.2.2   Democratic Leadership Style

Democratic leadership has been described as the most effective leadership style, but it does have some potential downsides. In situations where roles are unclear or time is of the essence, sometimes a democratic leadership style would lead to communication failures and uncompleted projects (Mwesigwa, 2018). In some cases, group members may not have the necessary knowledge or expertise to make quality contributions to the decision-making process. Democratic leadership works best in situations, where group members are skilled and eager to share their knowledge (Msila, 2014). It is also important to have plenty of time to allow people to contribute, develop a plan, and then vote on the best course of action.

5.2.3   Laissez-Faire Leadership Style

Overall, Laissez-faire leadership can be effective in situations, depend on the group members are highly skilled, motivated, and capable of working on their own (Yang et al. 2015). The conventional term for 'laissez-faire' leadership style implies a completely hands-off approach; many leaders still remain open and available to group members for consultation and feedback. Some people are not good at setting their own deadlines, managing their own projects, and solving problems on their own. In such

situations, the projects can go off-track and deadlines can be missed when team members do not get enough guidance and feedback from leaders.

5.3   Recommendations

The following recommendations are given:

(i)   It has been found out, that autocratic leadership style is the dominated leadership style all the star hotels, and it has also been noticed that autocratic leadership style was less significant in terms of employee motivation, satisfaction, and performance. This study recommends that a more flexible leadership strategy should be adopted by the star hotels managements at Mpanda in order to boost up workers' attendance, satisfaction and hence increase work commitment to the job.

(ii)   The study has shown that the autocratic leadership style has also played a positive role in some departments such as sales with respect to employee satisfaction, motivation, and performance. The study recommends that a mixture of both styles should be used in different situations.

(iii)   The results of the study explicated that female waitresses are more prone to democratic leadership style, while male waitresses are the opposite of that. It is therefore recommended that a more flexible and relaxed leadership style has to be adopted in the hotel industry, where the majority of service providers are females.

(iv)   This study recommends that an autocratic leadership style is ideal for employees with basic or no educational certificates because they need to be

given instructions and guidelines most of the time. However, with the degree holders, a relaxed and a mixed approach is required.

(v) The study recommends the adoption of appropriate leadership styles, so that hotel leaders can achieve good employee attendance and higher productivity outcomes.

REFERENCES

Akor, P. U. (2014). Influence of autocratic leadership style on the job performance of academic librarians in Benue State. Journal of Educational and Social Research, 4(7): 148-152.

Amanchukwu, R. N., Stanley, G. J. & Ololube, N. P. (2015). A Review of Leadership Theories, Principles and Styles and their Relevance to Educational Management. Management, 5(1): 6-14.

Asiabar, A. S., & Ardestani, A. S. (2018). Factors affecting the leadership effectiveness of hospital managers: A systematized review. *Medical journal of the Islamic Republic of Iran*, *32*, 6

Ames, H., Glenton, C., & Lewin, S. (2019). Purposive sampling in a qualitative evidence synthesis: a worked example from a synthesis on parental perceptions of vaccination communication. *BMC medical research methodology*, *19*(1), 26.

Babbie, E. (2004). *The Practices of Social Research*. 5th ed, California: Wadsworth Pu Enon, C. H. (1998). Classroom discipline and management New York: Argosy Publishing Company

Bruni, E., Cortellazzo, L., Bonesso, S., & Gerli, F. (2018). Leadership Styles Scale: Conceptualization And Initial Validation. *National Performance (A Survey Of Selected Private Schools At Ejisu Municipal)* (Doctoral Dissertation).

Brace, I. (2018). *Questionnaire design: How to plan, structure, and write survey material for effective market research*. Kogan Page Publishers.

Barsade, S.G. and Gibson, D.E. (2007), ''Why does affect matter in organizations?'', Academy of Management Perspectives, Vol. 21, February, pp. 36-59. Crossref

Blankson, E. A., Amofah, S. K., Sackey, V., Asimeng, M., & Manful, A. (2019). *Assessing The Impact Of Leadership Style On Organ*

Bharwani, S., & Talib, P. (2017). Competencies of hotel general managers: a conceptual framework. *International Journal of Contemporary Hospitality Management*, *29*(1), 393-418.

Boddy, C. R. (2016). The sample size for qualitative research. *Qualitative Market Research: An International Journal*, *19*(4), 426-432.

Boehm, S. A., Dwertmann, D. J., Bruch, H. & Shamir, B. (2015). The Missing Link? Investigating Organizational Identity Strength and Transformational Leadership Climate as Mechanisms That Connect CEO Charisma with Firm Performance. The Leadership Quarterly, 26(1): 156–171

Budhwar, P. S., Chand, M., & Katou, A. A. (2007). The impact of HRM practices on organisational performance in the Indian hotel industry. *Employee relations*.

Choi, S. B., Kim, K., & Kang, S. W. (2017). Effects of transformational and shared leadership styles on employees' perception of team effectiveness. *Social Behavior and Personality: an international journal*, *45*(3), 377-386.

Chou, C. H., Shrestha, S., Yang, C. D., Chang, N. W., Lin, Y. L., Liao, K. W., ... & Chiew, M. Y. (2017). Mortar base update 2018: a resource for experimentally validated microRNA-target interactions. *Nucleic acids research, 46(D1),* D296-D302.

Creswell, J.W. (2009). *Research Designs: Qualitative, Quantitative, and Mixed Approach.* London: Sage Publications.

Freeman Jr, L. G. (2017). A theoretical framework for interpreting archeological materials. In *Man the hunter* (pp. 262-267).

Fiaz, M., Su, Q., & Saqib, A. (2017). Leadership styles and employees' motivation: Perspective from an emerging economy. *The Journal of Developing Areas*, *51*(4), 143-156.

Fey, C. F., Morgulis-Yakushev, S., Park, H. J., & Björkman, I. (2016). Opening the black box of the relationship between HRM practices and firm performance: A comparison of MNE subsidiaries in the USA, Finland, and Russia. *Journal of International Business Studies*, *40*(4), 690-712.

Festing, M., & Schäfer, L. (2014). Generational challenges to talent management: A framework for talent retention based on the psychological-contract perspective. *Journal of World Business*, *49*(2), 262-27

Fiaz, M., Su, Q., & Saqib, A. (2017). Leadership styles and employees' motivation: Perspective from an emerging economy. *The Journal of Developing Areas*, *51*(4), 143-156.

Fisher, S. (1995) The use of non-financial Rewards in performance measurements. M (Edn) Dissertation, Englewood Cliffs, Prentice-Hall.

Glaser, B., Bailyn, L., Fernandez, W., Holton, J. A., & Levina, N. (2013). What

Grounded Theory Is…. In *Academy of Management Proceedings* (Vol. 2013, No. 1, p. 11290). Briarcliff Manor, NY 10510: Academy of Management.

Graver K, Austin S (1995) Additional evidence on incentive plans and income management. Journal of Accounting and Economics 19: 3-28.

George, J. M. (2000)."Emotions and leadership: The role of emotional\ intelligence," *Human Relations*, vol. 53, pp. 1027–1055,

Golafshani, N. (2003). *Understanding Reliability and Validity in Qualitative Research.* The Qualitative Report.

Harriss, D. J., MacSween, A., & Atkinson, G. (2017). Standards for ethics in sport and exercise science research: 2018 update. *International journal of sports medicine*, *38*(14), 1126-1131.

Hashmi, M. A. D., Ilyas, M., & Rehman, C. A. (2018). The Role Of Leadership In Developing Satisfaction, Commitment And Trust Among Employees In Higher Education Institutes Of Pakistan.

Hersey, P., Blanchard, K.H., Johnson D.E. (2001), "Management of Organisational Behavior: Leading Human Resources", (8th ed.), Prentice-Hall, Inc, New Jersey,

Hoque, A. (2018). Leadership Styles for Employee Empowerment: Malaysian Retail Industry. *Journal of Management Research, 10(4),* 27-40.

Islam, M. A., Jantan, A. H., Rahman, M. A., Hamid, A. B. A., Mahmud, F. B., & Iqbal, N., Anwar, S. & Haider, N., (2015). Effect of Leadership Style on Employee Performance. *Arabian Journal of Business and Management Review, 5*: 146.

Janse, B. (2018). Authoritarian Leadership. Retrieved from Tools Hero: https://www.toolshero.com/leadership/authoritarian-leadership/ accessed May 20th, 2020).

Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. *Educational researcher*, *33*(7), 14-26.

Jung, Y, Jeong, MG, & Mills, T. (2014). 'Identifying the Preferred Leadership Style for Managerial Position of Construction Management', *International Journal of Construction Engineering and Management*, Vol. 3, No. 2, pp. 47-56.

Kalu Dolly, C., & Okpokwasili Nonyelum, P.(2018). Impact of Autocratic Leadership Style on Job Performance of Subordinates In Academic Libraries in Port Harcourt, Rivers State, Nigeria.

Kerr, S. (1975). On the folly of rewarding A, while hoping for B. Academy of Management, Chicago, USA.

Kesting, P, Ulhøi, JP, Song, LJ, & Niu, H 2016, 'The impact of leadership styles on innovation-a review', *Journal of Innovation Management*, Vol. 3, No. 4, pp. 22-41.

Likert, R. (1961). *New patterns of management*. Homewood, New York: Dorsey Press.

McGregor, D & Cutcher-Gershenfeld, J. (2006). *The human side of enterprise.* New York: McGraw Hill Professional

Mwesigwa, D. (2018). Enhancing employee performance using selected leadership styles of middle-line managers in the hospitality industry in Mid-Western Uganda. *Journal of Hospitality Management and Tourism, 9(3),* 25-35.

Mihas, P. (2019). Qualitative data analysis. In *Oxford Research Encyclopedia of Education.* New York: McGraw Hill Professional.

Morsiani, G., Bagnasco, A., & Sasso, L. (2017). How staff nurses perceive the impact of nurse managers' leadership style in terms of job satisfaction: a mixed method study. *Journal of nursing management*, *25*(2), 119-128.

Mullins, L.J. (1998). *"Managing People in the Hospitality Industry", (3rd ed.),* Addison Wesley Longman Limited.

Muhanga, M. I., & Malungo, J. R. (2017). The what, why and how of health literacy: a systematic review of literature. *International Journal of Health*, *5*(2), 107-114.

Mullins, J. (2002) Management and organisational behavior: Library of congress cataloging in publication data, United Kingdom.

Mugenda O. M. and A. G. Mugenda (2003) research methods: quantitative and qualitative; Sage Publications

Ngaruiya, P. N. (2018). *Effect Of Leadership On The Quality Of Healthcare Provision Provided In Kenya* (Doctoral Dissertation, United States International University-Africa).

Northouse, P. G. (2001). *Leadership: Theory and practice.* London: Sage publication, Inc.

Nyumba, T., Wilson, K., Derrick, C. J., & Mukherjee, N. (2018). The use of focus group discussion methodology: Insights from two decades of application in conservation. *Methods in Ecology and Evolution*, *9*(1), 20-32.

Puni, A, Ofei, SB & Okoe, A (2014), 'The effect of leadership styles on firm performance in Ghana', *International Journal of Marketing Studies*, 6(1),177.

Puy, G., Tremblay, N., Gribonval, R., & Vandergheynst, P. (2018). A random sampling of bandlimited signals on graphs. *Applied and Computational Harmonic Analysis*, *44*(2), 446-475.

Rahi, S. (2017). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Management Sciences*, *6*(2), 1-5.

Rosenbach, W. E. (2018). *Contemporary issues in leadership*. London: Routledge

Sabharwal, M., Levine, H., & D'Agostino, M. J. (2017). Gender Differences in the Leadership Styles of MPA Directors. *Journal of Public Affairs Education*, *23*(3), 869-884.

Sharma, A., & Sneed, J. (2008). Performance analysis of small hotels in Tanzania. *Journal of Services Research*,

Sfantou, D., Laliotis, A., Patelarou, A., Sifaki-Pistolla, D., Matalliotakis, M., & Patelarou, E. (2017). Importance of leadership style towards the quality of care measures in healthcare settings: a systematic review. In *Healthcare* 5(4), 73.

Spradley, J. P. (2016). *Participant observation*. London: Waveland Press.

Tanzania National Census, (2002) the population of the Mpanda District was 412,683.

Van Vugt, M, Jepson, SF, Hart, CM & De Cremer, D (2004). 'Autocratic leadership in social dilemmas: A threat to group stability', *Journal of Experimental Social Psychology*, 40(1), 1-13.

Waggoner, D. (1999). *The forces that shape organisational change.* London: SAGE.

Wei, X., McCune, B., Lumbsch, H. T., Li, H., Leavitt, S., Yamamoto, Y., ... & Wei, J. (2016). Limitations of species delimitation based on phylogenetic analyses: a case study in the Hypogymnia hypotropia group (Parmeliaceae, Ascomycota). *PloS one*, *11*(11), e0163664. Publications.

Western, S. (2019). *Leadership: A critical text*. SAGE Publications Limited.

Wong, S. I., & Giessner, S. R. (2018). The thin line between empowering and laissez-faire leadership: An expectancy-match perspective. *Journal of Management*, *44*(2), 757-783.

Yao, T., Qiu, Q., & Wei, Y. (2019). Retaining hotel employees as internal customers: Effect of organisational commitment on attitudinal and behavioral loyalty of employees. *International Journal of Hospitality Management*, *76*, 1-8.

Yang, I. (2015). Positive effects of laissez-faire leadership: a conceptual exploration. *Journal of Management Development, 34(10),* 1246-1261.

Yin, R. K. (2017). *Case study research and applications: Design and methods*. London: Sage Publication

Zhu, Q., Sarkis, J., & Lai, K. H. (2013). Institutional-based antecedents and performance outcomes of internal and external green supply hotel management practices. Journal of Purchasing and Supply Management, 19(2), 106-117.

APPENDICES

Appendix I: Questionnaire to Waitress and Hotel Managers

Dear respondents,

I am a master's degree student at The Open University of Tanzania doing a research on *the effect of leadership style on waitresses' work performance in the hotel industry in Tanzania: a case of Mpanda star Hotels:* I kindly request you, to voluntarily respond to this questionnaire appropriately according to your own understanding and experience in your job career. All information will be kept confidential, meaning that it will not be shared by other people, only group information will be reported. In case you have extra information that may contribute to the success of my study, please feel free to write at the end of the questionnaire on a separate sheet.

SECTION A: **Personal Particulars**

Date						

SECTION A: Demographic Data

Please "Tick" (√) where applicable.

1	Gender :	Male (1)		Female(2)	
2	Education level	Form four Bachelor (3)		Diploma (2) 3Masters & above(4)	
3	Job experience	0-1 month		2-3 month 4-6 months 6 and above	

SECTION B: In the following questions put 'Yes' or '**No'. Please "Tick" (√)**
where applicable in the appropriate column. Do not be concerned if some statements
seem similar to ones you have previously answered. Please be sure to answer all
statements

QN	Statement	RESPONSE	
		YES	**NO**
SECTIN B QN1. Effects of autocratic leadership style on waitresses' job attendance			
(i)	Coming and leaving after or before their scheduled time		
(ii)	Possibility of not attending the job carefully due pressure		
(iii)	Declined morale to attend and work effectively		
(iv)	**Coming in late at work**		
SECTIONCQN2. Effect of democratic leadership style to waitresses' commitment in providing high quality services			
(i)	democratic encourage innovation, team work, creativity and happiness to work extra hours without additional pay		
(ii)	waitress feel valued due to democratic leadership		
(iii)	Democratic leadership enables employee to perform the job well		
(v)	The freedom from the leader motivates waitress		
SECTION D Qn 3. Effects of manager's laissez-faire leadership styles to waitresses in increasing productivity			
(i)	Deadline is met due to complete freedom from the leader		
(ii)	No need to shift to another work place of work as the manager is fair		
(iii)	Some employees are simply not able to set their own deadlines, motivate themselves and/ or activate themselves.		
(iv)	Employees are less focused on working in a results-oriented fashion.		

SECTION B; waitresses' job attendance

Poor waitresses' job attendance indicates poor leadership style at work. Now use your experiences in Mpanda star hotels to explain how managers affect waitress performance

……………………………………………………………………………………………

....

PART C:

waitresses' commitment in providing quality services to customers

is a sign of good leadership style. Now explain how the hotel manager's democratic leadership can affect workers performance at star hotels you know in Mpanda

……………………………………………………………………………………………

……………………………………………………………………………………………

PART D: waitresses' productivity

Explain how hotel managers affect waitresses' productivity in their hotels. Use the experience of Mpanda star hotels

……………………………………………………………………………………………

……………………………………………………………………………………………

Thank you for your cooperation

Appendix: II Observation Check List

1. To spend much time observing the styles of hotel leaders during their everyday activities

2. To observe interactions with waitress and detect skills need or exist

3. The researcher to observe the ability of mangers to delegate duties to waitress

4. To identify their weaknesses in giving feedback as well as their personality

Appendix: III: Documents asked for Review

S/No	Documents asked	Issue to be Investigated
1.	Waitress daily attendance register	Attendance
2.	Sales book	Productivity
3.	Awards for good performers	Quality services

Appendix: IV: Plagiarism Report

THE EFFECT OF MANAGERIAL LEADERSHIP STYLE ON WAITRESSES' WORK PERFORMANCE IN THE HOTEL INDUSTRY IN TANZANIA: A CASE OF MPANDA STAR HOTELS

ORIGINALITY REPORT

29%	**26**%	**7**%	**27**%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	**www.studypool.com** Internet Source	**3**%
2	**researchleap.com** Internet Source	**2**%
3	**www.ijtef.org** Internet Source	**1**%
4	**www.coursehero.com** Internet Source	**1**%
5	**Submitted to Higher Education Commission Pakistan** Student Paper	**1**%
6	**repository.out.ac.tz** Internet Source	**1**%
7	**Submitted to University of New York in Tirana** Student Paper	**1**%

Submitted to Varsity College