

**THE EFFECT OF LEADERSHIP STYLES ON WORKERS' PRODUCTIVITY**

**A CASE OF GOLDEN TULIP HOTEL, DAR ES SALAAM, TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER'S IN HUMAN RESOURCE  
MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

2019

## DECLARATION

I, **Nweke Sunday Solomon**, declare that this Research Report is my original work and that it has not been presented and will not be presented to any other learning institution for a similar or any other academic award.

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

## **CERTIFICATION**

The undersigned certifies that she has read and hereby recommends for acceptance by  
OUT a Research report titled *“The Effect Of Leadership Styles On Workers’  
Productivity A Case Of Golden Tulip Hotel, Dar Es Salaam* in partial fulfillment of the  
requirements for the degree of Masters in Human Resource Management offered at the  
Open University of Tanzania.

**DR. NASRA KARA**

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Supervisor’s name

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(Supervisor’s signature)

Date \_\_\_\_\_

## **DEDICATION**

This research study is dedicated to my wife, Vivian, my kids, Favour, Emmanuella and Obinna Nweke, for their support and love for western education.

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## **ABSTRACT**

This research focused on the effects of leadership styles on workers' productivity in the Golden Tulip Hotel, Dar es Salaam. It is assumed that most organizations in the modern world is striving to invest on strengthening leadership skills as such a move will help organizations to work efficiently and effectively. This study explored the effects of leadership styles on workers' productivity in the Golden Tulip Hotel, Dar es Salaam. The study specifically examined the effects of autocratic leadership, democratic/participative and laissez faire leadership styles on workers' productivity at Golden Tulip in Dar es salaam, Tanzania. Additionally, data were gathered from 80 questionnaires using purposive sampling design. SPSS software was used to aid the analysis part; whereby multiple regression analysis was used to analyze all the research objectives for the study. It was found that democratic leadership style leads to high workers' productivity in Golden Tulip Hotel, Masaki, Dar es Salaam. It was also substantiated that democratic leadership style gives room for group participation and offers equal opportunity for workers to contribute towards the realization and achievement of the organizational goals and aspirations. In his recommendations, the researcher encouraged leaders and organizational managers to create friendly and suitable environment, adequate training, teamwork, motivation as well as exemplary leadership to enable their subordinates reach their full potential and increase the organizational productivity.

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## **LIST OF ABBREVIATION**

IFAD	International Fund for Agricultural Development
UNIDO	United Nations Industrial Development Organization
URT	United Republic of Tanzania
SIDO	Small Industries Development Organization
SAP	Structural Adjustment Programme
SME	Small Medium Enterprises

## **CHAPTER ONE**

### **INTRODUCTION AND BACKGROUND OF INFORMATION**

#### **1.0 Introduction**

This part introduces the background of the problem, statement of the problem, general objective and specific objectives, research questions, significance or justification of the study, scope of the study and limitations of the study.

#### **1.2 Background of the Study**

It is believed that most organizations in the contemporary societies strive to invest on leadership as a strategy to improve their efficiency. Most organizations in this era are going through dramatic changes in terms of leadership in order to cope with the fierce competition of their products and services in the global market. The trend has been noted in the era of globalization and free market economy where leadership has been linked to the performance of organizations. The study conducted in China by Gu et al. (2012) argued that leadership has great impact on the performance of the organization. The author assessed the impact of transitional behaviour as one among the factors for improving workers' performance because it integrates employees on the decision making of the organization.

To this extent, leadership is viewed as the significant aspect in the planning and initiation of the transformations in the organizations. On the other hand, Yahaya et al (2014) believed that organizational transformations and innovations are triggered by interventions such as total quality management and business process reengineering. Scholars such as Girgin, (2005) and

Gooderham et al., (2004) believed that leadership goes parallel with rapid technological developments, global competition and changing nature of the workforce. It is also considered that leadership is the art of persuading people and creating an atmosphere for individuals to realize the organizational goals (McShane and Van Glinow (2000). According to Brown (2007), leadership is power based essentially on personal traits, commonly normative in nature. This means that leaders must exhibit various skills in order to influence their strategic plans.

However, other scholars are of the opinion that leadership skills alone are meaningless if leaders will not embrace innovation to stay ahead of their competitors. According to Lewis and Gilman (2013), leadership skills such as emotional intelligence, technical skills, personal skills and conceptual skills have great impact on the increase of productivity of employees within an organization. Employee's productivity refers to the assessment of effective and efficient of workers within a particular organization. Employee's production can be evaluated/measured by the output of employees within a certain period of time. According to Mathias and John (2007), the organizational productivity is measured by quantity and quality of work in relation to the resource used. If the organization produces higher, it will lead to a better competitive advantage due to the fact that the cost used for production of goods and services are low. Furthermore, McNamara (2009) argued that the results/productivity as well as the output are what an organization desire from employees. The productivity of an organization involves the time that workers need to produce or generate a certain level of production. Also, organizations consider productivity by looking at the time that their employee spends on doing a certain task such as production for industry.

According to Anderson (2006), leaders must integrate their skills with different styles of leadership in order to increase creativity and enhance the productivity of their organizations.

Consequently, it is maintained that the importance of leadership styles within any organization have been an area of debates among scholars. Currently the importance of leadership styles has been realized by many scholars around the world. Jing and Avery's (2008) revealed that there is close relationship between leadership styles and organizational performance. According to Eze (2010), the growth and development of any organization depends much on the leadership styles of the organization. The study proved that a leadership style adopted by an organization is very important in fulfilling the expectations of the organizational goals, because leaders always induce spirit of performance among their subordinates.

Randeree (2012) in a study conducted in United Arab Emirates argued that leadership styles have strong impact in influencing job performance as well as satisfaction thus, led to the increase in employee's productivity. On the other hand, Green (2013) highlighted that good leadership styles enhance organizational productivity of employees in the following ways; it enhances employees' morale, it improves organizational motivation among the employees, it enhances cooperation among the employees, it enables the organization to divide workers in accordance with their capacity, and lastly it enhances effective communication among the organization which leads to increase in the organizational productivity. The issues of leadership have cut across different sectors of the economy from the mining to education industry. The hospitality industry is not left aside. For instance, in spite of the comparative advantage of Golden Tulip Masaki, the hotel is still experiencing some challenges which are not yet established whether it is due to lack of effective leadership styles or insufficient leadership skills. Therefore, this study intends to examine the influence of different leadership styles on workers' productivity in the Golden Tulip Hotel, Masaki.

### **1.3 Statement of the Problem**

It has been discovered that Golden Tulip hotel, Masaki, has one of the highest return on investments which is attributed to their serene and favourable environment. However, the management has not been able to utilize their huge profit in the transformation of the hotel as they are constantly faced with inconsistency and instability as regards to retention of their workers, especially their best brains. On the average, the employees of the company stay between 7-8 years and depart to another organization. Consequently, the organization spends over 30% of its profit in hiring and training new employees to fill in the unwanted vacancies. Part of the reasons that led to the exit of some of the employees that departed to other organization to seek for greener pasture are; lack of recognition by the management, inadequate welfare packages and poor remuneration. This has created a huge leadership gap in the organization as the company loses its chunk of experienced employees to its competitors. This has significantly affected the growth and the development of the organization. The success of any organization either service or industrial sector depends much on the leadership style practiced in that organization. The role of leadership, the success as well as performance of the organization depends on leadership styles practiced by the organizational leaders (Mintzberg, 2010). Extensive studies have been done to examine the impact of leadership styles on workers' productivity. For example, Jembe, (2015), Zacharatos *et al.* (2000), Rowe *et al.*, (2005), Idowu (2011), Halder (2015), Akot (2015), Obiwuru (2011) and Kitili (2013) found that there is positive relationship between leadership style and workers' productivity within an organization. The findings further revealed that democratic leadership was found to have great impact on workers' performance. The findings also revealed that if a democratic leadership is used wisely throughout the year, the performance of the organization will increase. Other studies such as Kitili (2013) have also revealed that motivation as well as incentives to employees has great impact on worker's performance. However, the existing literatures were done outside the hotel



industry and not in the context of Tanzania. Therefore, this study intends specifically to address the relationship between various leadership styles on workers' productivity in the context of hotel industry in Tanzania.

#### **1.4. General Objective**

The general objective of conducting this study was to assess the effects of various leadership styles on workers' productivity.

#### **1.5. Specific objectives**

The specific objectives of conducting this study were:

- i. To examine the effects of autocratic leadership on workers' productivity
- ii. To examine the effects of democratic/participative leadership on workers' productivity
- iii. To examine the effects of laissez-Faire leadership on workers' productivity

#### **1.6. Research Questions**

- i. What are the effects of autocratic leadership on workers' productivity?
- ii. To what extent does the democratic/participative leadership affect workers' productivity?
- iii. To what extent does the effect of laissez-Faire leadership influence workers' productivity?

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

This study will be useful to the following institutions:

It will help leaders in different organizations to identify which leadership style is relevant to different challenges in their organizations. The study will serve as a guideline to other researchers, as it will lay down foundations for future studies. The study will provide a starting point for researchers as well as academicians due to the fact that the findings of the study will be

used as a reference point to other studies and thereby reduce the literature gaps on the area of the effect of leadership styles on workers' productivity. The study will also be of importance to the hospitality and profit oriented institutions as it will critically provide the best leadership style that will encourage the productivity of workers especially in the hospitality industry.

### **1.8. Limitation of the study**

The researcher has predicted the following limitations during the preparation of this study. The Researcher has also come up with solutions that addressed the expected limitations. Since this project is not funded by any organization, the researcher has foreseen some financial difficulties in the course of investigating the problems at hand. As a result, the researcher has focused on the Golden Tulip, Dar es Salaam as a strategy to address the limitation.

Golden Tulip is spread across Africa and many parts of the world. However, due to insufficient time the study was limited to Golden Tulip, Dar es Salaam, Tanzania. Under normal circumstances, the time allocated for this study is 6 months. Therefore, the time frame could not allow the researcher to seek for more respondents across Africa and around the globe.

The time was used wisely to gather data/information from Golden Tulip employees located in Dar es Salaam. The researcher expected some confidentiality challenges especially on the classified information from the Hotel management. This is due to the reason that most of the organization tend to hide some information for security purposes. Therefore, as a strategy towards eliminating the problem, the respondents were assured of confidentiality and the researcher also informed the management of the Golden Tulip, Dar es Salaam that the study is for academic purposes, and it is not for government or other agencies and all information that

was provided was used for academic purposes and the names of the respondents were not displayed to any person or third party.

### **1.9. Organization of the study**

This research report consisted of six chapters, the first chapter comprised of the background of the problem, statement of the problem, general objective, specific objectives, research questions, significance or justification of the study, scope of the study and limitations of the study, the second chapter consisted of literature review that are in line with the research objectives, theoretical literature review, conceptual literature review, empirical literature review, and lastly research gap. The third chapter consisted of research methodology that was used in the course of conducting the study. The chapter included the research design of the study, description of area of study, sample and sampling techniques, methods of data collection, methods of data analysis and presentation, legal, logistical and ethical consideration that was used in the course of conducting the study. The fourth chapter consisted of presentation and analysis of the findings from the primary data collected from the field. The fifth chapter consisted of summary of the findings from the fourth chapter and lastly the sixth chapter consisted of conclusions and recommendations based on the objectives of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter consists of literature reviews that are in line with the research objectives, theoretical literature review, conceptual literature review, empirical literature review, and lastly research gap as described below:

#### **2.1 Definitions of Key Concepts**

##### **2.1.1 Leadership**

The term leadership is directly linked with talents and the active use of a person's ability towards persuading team members in the accomplishment of a common or mutual goal. Leadership is an indispensable part in every organization as a consequence of its predominant effects on the achievement of organizational objectives, policies, programmes and plans. Leadership is conceptualized as the practice of social impact in which one person could enlist the aid and support of others in the achievement of a collective goal (S.P.A, 2010). It involves using one's ability and role to guide team members in some way, which delivers business outcomes and contributes to the organization's overall achievement. According to Furnham (2005), leadership is a practice of influencing the employees' behavior in realizing organizational objectives. McShane and Van Glinow (2000), also supports that leadership is the process of influencing people and providing an environment for them to realize team or organizational goals. According

to Etzioni (1961), leadership is power based principally on personal features, and commonly normative in nature.

### **2.1.2 Leadership Style**

According to Nanjundeshwara and Swamy (2014) leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organizational goals. A leader can be defined as a person who delegates or influences others to act so as to carry out specified objectives. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees.

### **2.1.3 Workers' Productivity**

According to Yahaya et.al (2014) productivity is the interrelationship between the amount of one or more inputs and the amount of outputs from a clearly identified process and the most common measure is labor productivity, which is the amount of labor input (such as labor hours of employees) per physical unit of measured outputs. Another measure is materials productivity, in which the amount of output is measured against the amount of physical materials input. Also, another measure of productivity is termed total productivity. Total-factor of productivity is the ratio of output to all inputs, not just labor. In other words, total-factor of productivity includes all the factors of production. Leadership undeniably affects organizational performance; in particular, but employees' productivity and organizational commitment are affected by leadership behaviors.

## **2.2 Theoretical Literature Review**

There are several theories that are proposed by researchers to examine the relationship between leadership styles as well as the employee's productivity within an organization. Under this study, three theories will be used to assess the impact of leadership styles on worker's productivity. The three theories are transformational leadership theory, contingency theory and path goal theory. The theories will be used to analyze the three types of leadership styles. These are autocratic/authoritarian leadership, democratic/passive leadership, as well as Laissez fair leadership. The major assumptions of these theories are that the style or method of leadership adopted by a leader greatly influences and affects his/her organization. Therefore, organizational goals cannot be achieved without an effective and efficient style of leadership within an organization.

### **2.2.1 Contingency Theory**

A contingency theory is an organizational theory that claims that there is no best way to organize a cooperation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. Contingency theorists believe that the effectiveness of leadership depends upon the situation and numerous factors, such as the nature of the task, leader's personality, and make-up of the group being led, Edward Fiedler (1964). The theory presuppose that different approach of management should be applied based on the situation than organizational means, various leadership styles should be adopted to make sure that it stimulates workers' performance. The theory highlights that the leader who want to influence others should directly support and provide good working relationship within the organization. Another assumption under this theory is that leadership styles should be applied depending on the specific situations. According to Fiedler, the behaviour of a leader will enable

him to get the required competence for clear and efficient service delivery in accordance with the organizational situation.

### **2.2.1.1 Justification for the selection of contingency Theory**

The rationale of the theory which is related to this study is based on the assumption that a leader has to understand the task and the mentality of the group and manage various leadership styles that influence worker's performance and give the organization both comparative and competitive advantages. Therefore, it is believed that the approach is related to Laissez-Faire type of leadership. It will answer the question on the effects of laissez-Faire leadership on workers' productivity. A Laissez- Faire leader does not offer direct supervision to his workers and fails to provide steady feedback to those under his supervision. This type of leadership style requires skillful and well trained employees who will require little or no supervision at all. This style of leadership produces no supervision or direction from the managers. This is capable of leading to wastages, lack of control, and high cost of production.

However, the theory recommends that leaders should be greatly influenced by the situation, personality, nature of task, as well as the make-up of the group being led within a particular organization. The implication according to the study is that leaders should evaluate, identify and adopt the best leadership style that is appropriate for their organization depending on their situation and work environment.

### **2.2.2 Path Goal Theory**

Zaccaro (2007) argues that path goal theory is among the important theories of leadership. The theory was introduced by Martin and Evans (1970) and developed by House (1971). The theory is of the view that leadership style is important and should be applied to employees within any

organization. House states that leadership styles that fit staff and organizational environment should be used to achieve the organizational productivity. The theory is of the opinion that major aims of leadership within an organization are to motivate workers, empower, and satisfy the needs of workers, thus enhance the employees to become productive within an organization. The theory postulates that the impact of leadership within an organization is to enhance employee's job satisfaction, effectiveness as well as motivation which can lead to the increase of worker's productivity within the organization. In 1971, path goal theory underwent revisions and four leadership behaviors were identified. The rationale behind leadership behavior is to maximize employee's outcome so as to impact employees on performance of the organization (Zaccaro, 2007). The path goal theory describes the contribution of leadership to the organization performance.

The theory is related to the autocratic/authoritarian type of leadership style. This is because the theory provides the contribution of leadership on employee's performance. The Path Goal-theory is based on specifying leader's style or behavior that best fits the employee and work environment in order to accomplish a goal (Mitchell, 1994). It also described the way leaders/superior gives orders and expects immediate obedient and compliance from the inferiors/subordinates without any argument. In this kind of leadership style, decisions, planning and policies are made without any consultations or inputs from the group members. Authoritarian leaders give orders without explanations or reasons for their actions. This type of leadership does not encourage creativities since decisions are made by a single individual. Autocratic leadership style can only suit an organization where little skills are required to execute the task or a place where jobs are mainly routine duties. It also suits military organization due to their nature of duties. However, the theory has some good traits as it encourages leaders to influence their followers to achieve their organizational goals as well as



self-development goals by making a clear path. The goal is to increase the employees' motivation, empowerment, and satisfaction to enable the part of the productive members of the organization. Therefore, the question on the effects of autocratic leadership on workers' productivity will be answered within the framework of path goal theory.

#### **2.2.2.1 Justification for the selection of Path Goal Theory**

In path Goal theory, subordinates or workers are on a path towards a goal, and leaders are there to help workers reach that goal through guidance, coaching, and direction. The rationale of this theory is based on the assumption that a leader understands the needed change within an organization, and that motivates workers and helps them move towards the desired goal through coaching and thorough direction of undertaking the work at their best required quality. The theory tends to predict how a leader will interact with a follower's needs and identify the improvement needed for the task. In this manner, it appears to be supporting a leadership for repetitive and autonomous tasks. To this extent, the leader has well understanding of the ability of workers/subordinates and thus, transfers the needed change of improving workers' ability to undertake work that will lead to the organizational productivity. More so, the application of path-goal theory will be of importance to leaders of hospitality industry such as Golden Tulip hotel, Dar es Salaam. Careful adoption and execution of the behavior reflected in the theory will increase workers' productivity. Therefore, it is relevant to this study.

#### **2.2.3 Transformational Leadership Theory**

Transformational leadership theory was first established by Burns (1978). The theory contained various elements of leadership such as behavior, traits, charisma, and situation as well as transactional leadership. The theory states that when a person is interacting with others and has the ability to create working relationship with his or her fellow; the possibility of building strong

trust is higher; this increases motivation in both the leaders and the followers. The theory highlights the need for connections between the leader and his followers. Under the theory a leader is required to motivate his followers for greater increase in organizational performance and productivity. According to Burn (1978), transformational leaders have the ability to motivate followers to accomplish more than the organizational expectation. Transformational leaders tend to be more visionary and concerned about charting a mission and direction with a view to creating significant change in both followers and organizations. Most of the studies show that transformational leadership has great impact on the organization commitment which leads to increase in the organizational productivity (Lam, 2002).

Bass (2006) highlighted the four types of transformational leadership as charisma, motivation/inspiration, consideration, and intellectual stimulation. The theory encourages leaders to enhance motivation and boost morale of their followers and constantly task the followers to take ownership of the organization. The theory relates to this study since it encourages leaders to be the role models and at the same time assess and identify the strength and weakness of their followers, thus making them task oriented within the organization. Based on the above assumptions, the theory match with democratic type of leadership style which encourages inputs and participations from the group. The theory will respond to the question which examines the effects of democratic leadership styles on workers' productivity. In this type of style of leadership, policies are critically analyzed debated and adopted by the group before decisions are taken. There are minimal crises and suspicions in the democratic style of leadership since everybody is carried along. Though this type of style of leadership increases job satisfaction among the employees and encourages creativities, it is also slow in application since group inputs are required. Generally, the three theories are selected because they are the most relevant theories that addresses various leadership styles as indicated in the research objectives/questions. Similar approaches have been adopted by various authors. For example, Anyango (2015) has

used the theories to examine the effects of leadership styles on employee performance at BOA Kenya Limited. Mohamed (2016) has employed these approaches to examine the impact of different leadership styles on the employees` engagement in an organization undergoing changes.

### **2.2.3.1 Justification for the selection of Transformational Theory**

In Transformational theory, leaders focus on transforming others to support each other for the organizational betterment. Followers of transformational leaders tend to respond by having trust, motivation and respect for their leaders and put more performance than originally expected. In doing so, the productivity of individual worker improves and ultimately affects the organization positively. In this theory, workers build trust in their leaders, a situation which make them fill as part of the organization and thereby increase their productivity significantly. In this regards, transformational theory fits this study.

## **2.3 Empirical Review**

According to Yahaya et.al (2014) leadership is regarded as a critical factor in the initiation and implementation of the transformations in the organizations. According to Anderson (2006), a leader`s approach can have an influence on the productivity of her staff and the rest of the organization. Leng (2014) and Rita (2010) revealed that there is significant relationship between leadership styles on worker`s productivity within a retail industry. Bushra (2011) in the study titled the effect of transformational leadership on employees' job satisfaction and organizational commitment in banking sector of Lahore, assessed the impact of leadership styles on employee`s productivity. The main objective of conducting the study was to assess the effect of leadership styles on worker`s productivity. The main findings revealed that there is a positive effect between workers` performance and democratic leadership styles. Through democratic leadership style, leaders involve subordinate or followers in the organizational decision making process,

thereby enhancing workers moral to carry-out their activities with the best of their abilities. This results in the increase of organizational productivity and thus leads to the competitive advantage of the organization.

Kerario (2013) revealed that there is a close relationship between transitional leadership styles and employees' performance within service industry which led to increase in the organizational productivity. Mukui (2011) in the study titled the effect of transformational leadership on employee performance revealed that transformational leadership style among faith based organization is very important on improving workers' productivity within the service industry. On the other hand, Rita (2010) revealed that transformational leadership influences employees' performance within the organization; because it empowers the workers to enthusiastically perform their activities thus, it led to positive increase of the organizational productivity. Hurzeu (2015) found that there is a strong relationship between leadership behavior and performance of the organization. Under this study, leadership behavior and styles were found as important factors for increasing workers` productivity in the service industry.

Goh et al., (2005) reported that leadership styles have an important mediating effect between their ethical behavior and job performance of employees within SMEs in Singapore. Jui-Kuei (2007) found that leadership style has a significant relationship to the innovative operation amongst Professors and lecturers from universities in Taiwan.

Similarly, Cong and Yu, (2009) found that a leadership trait such as charm has positive effects on employees' satisfaction and service innovation in China. Chung-Hsiung et al. (2009) conducted a study on leadership style on staff work satisfaction, organizational commitment and work performance to hospital employees in China. It was found that leadership has a significant,

positive and direct effect on work satisfaction and can affect the organizational commitment and work performance indirectly through work satisfaction.

Voon et al (2011) found out the influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia. They used the factors like salaries, job autonomy, job security, and workplace flexibility. Out of these factors, they found that transformational leadership style has a stronger relationship with job satisfaction. Lirong and Minxin, (2008) found that both transformational leadership and transactional leadership have positive effects on organizational change to employees from different types of private and public organizations in China.

Hsien (2008) conducted a study about leadership styles on organizational innovation, performance and capability in electronics information industry in Taiwan. The study revealed that the leadership style has a positive relationship on organizational innovation and performance. It was also found that the leadership style moderates the relationship between organizational innovation, capability and organizational innovation performance.

Liliana et al. (2006) found that supportive and participative leadership styles have positive influence on effectiveness in SMEs in Chile, while instrumental leadership has a negative influence on effectiveness in the small organizations. Bunmi (2007) did a study on the manufacturing organizations in Lagos State, Nigeria. The result shows that workers under democratic leadership style experience less job related tension than workers under autocratic leadership style. Also, workers under autocratic style of leadership experience less sense of community than workers under democratic style of leadership.

Yafang et al., (2009) conducted a study on how organizational cultures influence the styles of leadership in Taiwan. The result shows that there is positive correlation between ideological culture and transformational leadership. The study further revealed that there is positive correlation between hierarchical culture and charismatic leadership. Consequently, it was found that there is also positive correlation between coordinate culture and team leadership. Interestingly, the study found that there is positive correlation between rational culture and transactional leadership as well.

Duanxu et al. (2009) conducted a study on the effects of leadership styles on team innovations, communications and knowledge sharing of employees and supervisors in China. The study suggested that knowledge sharing and team communication completely mediated the negative relationship between authoritarian leadership and team innovation, and partially mediated the contributions of transformational leadership and benevolent leadership to team innovation.

Similarly, a study was conducted by Li-Ren and Yen-Ting, (2010) on leadership styles on teamwork, communication, collaboration, cohesiveness and performance of employees in Taipei, Taiwan. The analysis suggests that project manager's leadership style, teamwork, and project performance are highly correlated. The findings also indicate that teamwork dimensions may partially or fully mediate the relationships between leadership style and project performance.

According to Singapore Productivity Association (2010), autocratic leadership is an extreme form of transactional leadership which often leads to high levels of absenteeism and employee turnover. Normally, when it comes to organizational performance it is the leaders who have absolute power over their employees, and the latter have little opportunity to make suggestions, even if it would be in the organization's best interest. As a result, the leadership style fails in

many ways in the performance of workers towards increasing the productivity of an organization. However, it is also believed that the autocratic leadership style could remain effective for some routine and unskilled jobs, as the advantages of control may outweigh the disadvantages. It is also known that autocratic leadership style may appear similar to charismatic leadership as the two leadership styles tend to believe more in themselves, than in their employees, hence, creating a risk that a project, or even the entire organization, might collapse if the leader leaves. Generally, this has a significant effect on the performance of employees and the entire organization.

### **2.3.1. Democratic/Participative Leadership and Workers' Productivity**

Singapore Productivity Association (2010) believes that democratic leaders tend to invite employees to take part in decision making process, although the final decision is concluded by them. Thus, it raises job satisfaction through the involvement of team members, and helps to improve individual skills. Team members will also feel motivated by the achievement of their individual goals, and will be encouraged to work harder. This leadership style could, however, take longer, but regular with a better outcome. Democratic or participative leadership is more appropriate when the organization works as a team and most necessary, when quality is more essential than the speed of productivity.

Consequently, democratic/participative leadership style is more compatible with the people-oriented leadership style. The leadership styles are claimed to be very productive in terms of workers' productivity. Although, they are slight opposite to task-oriented leadership and transactional leadership style. The reason is that employees have to agree to obey their leaders totally when they accept a task. This sometimes has negative effect when it comes to employee worker's productivity.

However, democratic/participative leadership and people-oriented leadership styles are completely concentrated on organizing, supporting and developing the people in their teams. All these are managerial functions devoted towards productivity of the organizations. Generally, the styles are participative in nature, and tend to increase good teamwork and creative cooperation. In reality, most leaders adopt democratic/participative, task-oriented and people-oriented approaches of leadership.

### **2.3.2. The Effects of Laissez-Faire Leadership and Workers' Productivity**

According to Singapore Productivity Association (2010), the term has been conceptualized to define leaders who leave their team members to work on their own. Laissez-faire leadership style could be efficient and operational only if the leader monitors what is being accomplished and communicates it back to the team frequently. Normally, this leadership style is most effective when team members are skilled and well experienced. This type of leadership, however, could also occur when managers do not exercise reasonable control.

## **2.4 Conceptual Framework**

Fisher (1995) presents the theory of Fiedler contingency model theory which proposed that leaders should adopt different styles in accordance with the situation of the organization which is capable of stimulating employee's performance. An effective leader must be able to provide both responsibilities and guidance among the employees within the organization which will lead to an increase in the organizational productivity. The conceptual framework guiding this study provides three kinds of leadership practiced among the organizations which are autocratic/authoritarian leadership, democratic /passive leadership, and laissez fair leadership. The above mentioned leadership styles serves as an instruments used by leaders within an



organization to supervise workers in the execution of organizational daily activities. The above explained leadership styles are of importance because they stimulate employee's performance which can lead to increase in the organizational productivity.

Fig.1 presents a schematic conceptual framework of the outcomes of leadership style on workers' productivity, in which the attributes of leadership style or behavior that are likely to influence the workers' productivity are elaborated. The attributes/variables conceptualized for both leadership styles have been chosen for the present study. Leadership style starts from individual leader by exercising particular leadership style or behavior aiming at increasing workers' productivity, which is accomplished through various actions that create or demoralize spirit of work among workers in the organization. Based on the theories considered, path-goal and transformational theories which specifies leader's style that fits the workers and working environment in order to achieve the organizational goals are important. In this study, the attributes/variables for each leadership style that are conceptualized are considered to have influence on workers' productivity.

Variables conceptualized for democratic leadership style are; workers involvement/participative, group decision making, maintaining relationship among workers and worker's motivation (Lambert and Nugent, 2009; Gastil, 2012), while for autocratic leadership style the variables are; unilateral decision making, outright control, strict adherence to rules and task, less concerned in maintaining relationship among workers (Pearce and Sims, Bass and Bass, 2009) and for laissez-faire style variables are; worker's decision making, less concern in maintaining relationship among workers, working freedom, less concern on the responsibility of management (Lewin et al, 1939; Eagly et al, 1990; Bass, 1997; Van Eeden et al, 2008).

The ultimate goal for each leadership style is to achieve organizational goal by increasing productivity of workers. According to Mathias and John (2007), productivity is a measure of the quantity and quality of work done, considering the cost of the resources used. Therefore, for this study workers' productivity will be examined by the amount and quality (number of customers served or speed of serving customers) and work done at a time. In this regard, a hospitality manager may adopt and exercise any of the three styles of leadership based on the situation at hand. The manifested attributes of each style may result to increase or decrease of workers' spirit in undertaking more or less task at a time.

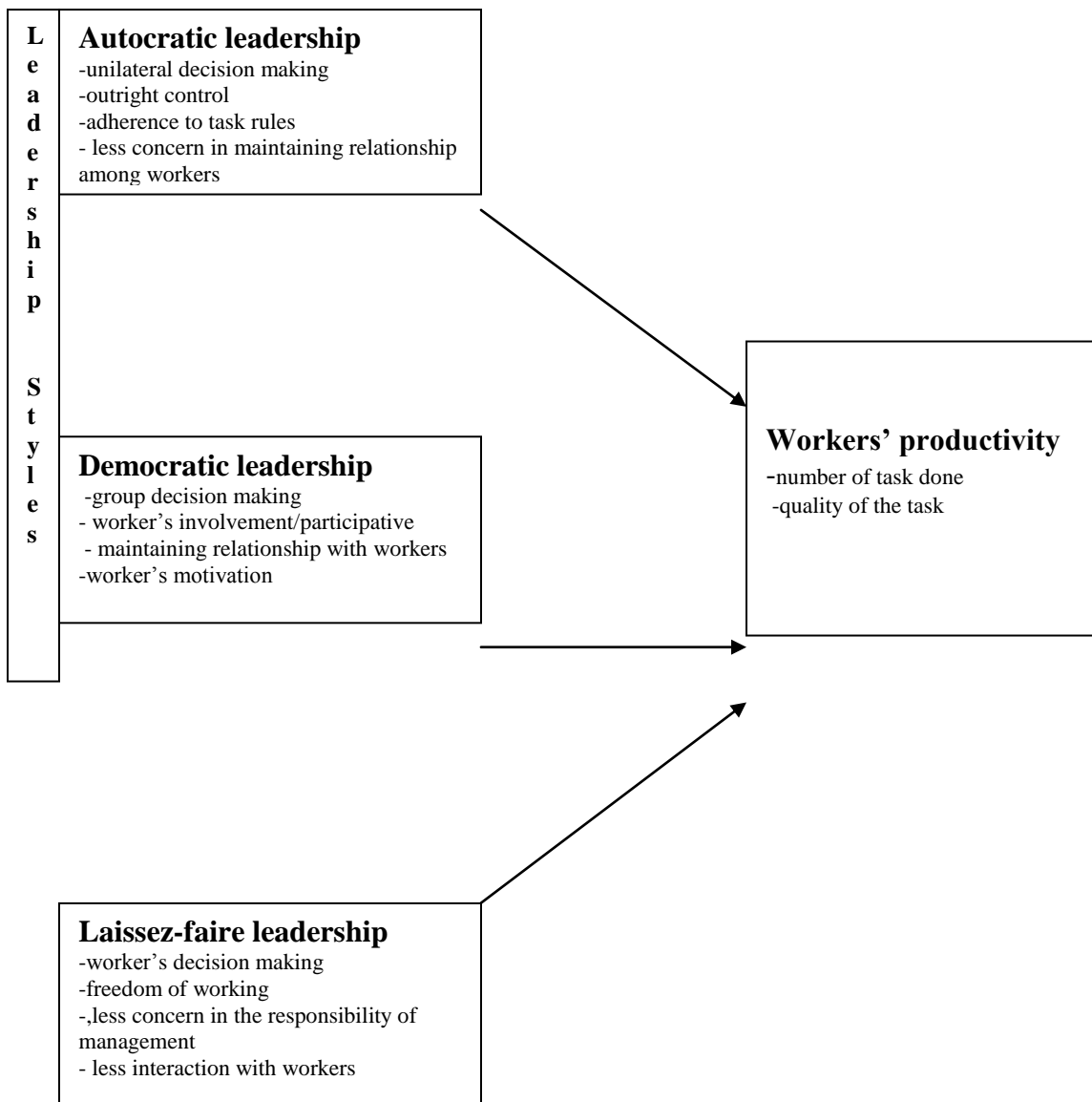


Figure1. Conceptual framework for the assessment of the effect of leadership styles on worker's productivity. Source: Authors modified and adopted from Cole (1997)

## **2.5 Research Gap**

Various studies have been conducted to assess the effect of leadership styles on workers' productivity. For example, studies conducted to assess the effect of leadership styles on workers' productivity include study by Jembe, (2015), Zacharatos et al. (2000) and Rowe et al., (2005), the findings highlighted that there is a positive relationship between leadership style and workers' productivity within an organization. Furthermore, Halder (2015) conducted a study on the effect of leadership style on the performance of organization. The findings revealed that democratic leadership was found to have great effect on leadership performance and it was used throughout the year and the performance of the organization increased significantly. Also, the studies conducted by Akot (2015) and Obiwuru (2011) in Kenya to assess the effect of transformation leadership on organizational performance revealed that motivations as well incentives to employees have great effect on employee's performance. Kitili (2013) conducted a study on the factor that influences leadership styles on workers' productivity. The findings from the study revealed that leadership styles have positive effect on worker's productivity. The existing literature leaves many questions relating to the effect of leadership styles on workers' productivity unanswered; more research is required to assess the effects of leadership styles on workers' productivity in the context of Tanzania.

Despite the presence of many studies conducted to assess the effects of leadership styles on worker's productivity, there are limited studies conducted in Tanzania to assess the effects of leadership styles on workers' productivity in the hospitality industry. Therefore, this study is going to fill this gap by assessing the effects of leadership styles on workers' productivity in the

hospitality industry using Golden Tulip, Dar es Salaam as a case study. Generally, the study will assess the effect of leadership style on workers' productivity.

## **2.6 Chapter Summary**

The literature reviews as summarized within this chapter defines the concepts of leadership, leadership styles on workers' productivity in various organizations/institutions. The chapter has also presented the theoretical frameworks which are the foundation of the study. The theoretical frameworks showed how the research questions and objectives were derived from them. The empirical review was also presented. General issues about leadership styles were presented and linked to the global experiences. Individual objectives/questions were themed to form topics and subtopics within the literature review part. The conceptual framework was designed to conceptualize various variables in relation to the objectives and research questions. The research gap was identified and formed the basis for the methodology part.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction.**

This chapter consists of research methodology that was used in the course of conducting the study. The chapter includes the research design of the study, description of the area of study, sample and sampling techniques, methods of data collection, methods of data analysis and presentation, and the ethical consideration that was used in the course of conducting the study.

#### **3.2 Research Philosophy**

The study dwelt on the post positivism approach in order to explore more assumptions for quantitative research. The approach is more scientific as it involves scientific methods in the course of finding the absolute truth of knowledge. The philosophy is relevant to the study under investigation as it determined which leadership style affects employee's productivity in the context of hospitality industry, with Golden Tulip Masaki as a case study. Thus, the problems studied by post positivism reflect the need to identify and assess if the reality exist by careful observation of the causes that influence outcomes through measurements which is found in the experiments. The philosophy is characterized by numeric measures of observations in the studying of the behavior of individuals. In this case therefore, individual employees at the Golden Tulip became the paramount for a post positivist approach in the study and determination of the effects of leadership styles on employee performance. Similar study has been conducted by Hurzeu (2015) on the impact of leadership on the increasing productivity of the organization. However, the philosophical stance of the study was informed by the use of both qualitative and quantitative methods. This is less similar to this study which was formed by quantitative

approaches to reveal the extent of leadership styles on employee's productivity in the hospitality industry.

### **3.3 Research Design**

Mugenda (2010) states that the purpose of research design is to ensure that the findings obtained from the study are adequate in providing the answer of the research objective. Kothari (2004) argued that research design should yield results and provide opportunity for different aspect of the research problem. This study used descriptive research design in which a set of data was characterized and described so that they become easily comprehended. The study mainly focused on the effect of leadership style or leader's behavior on workers' productivity at the Golden Tulip. According to Mugenda, (2003), descriptive survey is important because it enables researcher to describe the main features of different variables of interest, and also helped the researcher to collect data that answered the research objective by setting relevance questions pertaining the objectives of the study.

### **3.4 Targeted Population**

Creswell (2003), defines population as a group of individuals or people that researcher wishes to investigate. According to Sekeran (2005), populations are the entire group of individuals/people or things that the researcher or study need to investigate. The targeted population for this study comprised of managers and other staff or employees of Golden Tulip. These were staff operating at the customer service department, public relations office, managers and supervisors. From the Golden Tulip Hotel Bulletin (2018), there are 103 employees who were working at the Golden Tulip, Masaki branch, Dar es Salaam.

### **3.5 Sample Size**

Sarantakos (2007) defines sampling as a unit of the targeted population to be included in a study. Sample refers to the process of obtaining information about the people by critically examining only part of the study population. However, due to limited time and financial resources, part of the population was selected for the study. Bailey (1994) suggested that a sample of at least 30 cases is adequate for statistical analyses and that in most cases a sample of 100 cases is optimum regardless of the population size. This study used Yamane (1967) formula to obtain the sample size of 80 employees. The formula developed by Yamane was chosen because it is good in predicting variations within the small population leading to better representative sample size of the population. The formula and calculation of the sample size is described below.

$n = \frac{N}{1 + N(\alpha)^2}$ , where,

n= sample size

N= population

$\alpha$  = level of precision which for this study is 0.05

From the formula above,  $n = \frac{103}{1 + 103(0.05)^2}$  which result to 80 employees.

Since the population is small Yamane formula was adopted as it suits such population size

### **3.6 Sampling procedure**

#### **3.6.1 Purposive Sampling**

The study used purposive sampling technique for selecting respondents from Golden Tulip for data collection in each department within the Golden Tulip, Dar es Salaam. Denscombe (2008), argued that purposive sampling begins with purpose and sample, thus it involves selection of

respondents with interest and exclude respondents or people who do not have interest. Neuman (2006) added that a researcher used purposive sampling in specific situations to select respondents purposively whose opinion, the researcher thought to be involved in the study. Therefore, from the foregoing discussion Denscombe (2008) argued that purposive sampling is important because it enables the researcher to select particular subset of respondents purposively. In this regards, purposive sampling technique was used to select Golden Tulip to study the effect of leadership styles on worker's productivity since the organization appears to be growth oriented as well as attractive to customers. The formula for proportion allocation that was used is described below.

$n_i = (n/N)N_i$ , where,

$n_i$ =sample size from the stratum

$n$ =study sample size

$N$ =population

$N_i$ =stratum size

### **3.7 Data Collection Technique**

#### **3.7.1 Questionnaire**

According to Kothari (2004) the questionnaires tools are preferred in quantitative research in order to facilitate collection of large amount of data from the targeted population quickly and within a span of time. The researcher drafted structured questions. Such questions composed of ended as well as closed questions.

The use of questionnaires in this study is in line with the study conducted by Leng (2014) on the effect of organizational culture and leadership style on job satisfaction and organizational commitment. In the study, the author used questionnaires to collect data from a sample of 384



respondents. There are several other studies such as Kerario (2013) which used the same technique to collect primary data on the effect of leadership styles on employee's performance in Kenya. Similarly, Bushra (2011) used quantitative approach to assess the impact of leadership on performance of employees. The main method of collecting data was through questionnaires. On the other hand, Rita (2010) conducted a study on the impact of leadership styles on employee's performance. The study used quantitative survey and online questionnaires were also used to get primary data. In this connection, the current study employed questionnaires which were distributed to 80 respondents from the Golden Tulip. These are human resources managers, operational managers, business focus team, and customer's service staff.

This study used both primary and secondary methods of data collection. Under primary methods, the data was obtained directly from the field. Data was gathered using questionnaire which involved sets of structured and focused questions that entail a self-reporting data-collection instrument filled out by respondents and collected after filling out the questionnaire. Items or questions were developed and used to collect the data on the four variables for each leadership style (explanatory variables) as well as in worker's productivity (explained variable) and scoring was according to Likert spectrum. The three categories of leadership styles were assessed by presenting 4 statements for each to the respondents to provide their perception on strength of agreeableness and disagreeableness against each statement. The questionnaire included 12 questions in total for this part, where items for measuring Autocratic Leadership Style (ALS) was reflected, giving instructions to adherence to task rules and standards, outright control of workers, less concern in maintaining relationship among workers and use of unilateral decision making; in Democratic Leadership Style (DLS), it was assessed based on group decision making, seeking motivation to workers, encouraging participation and focus on building and maintaining relationships. While Liaises-faire Leadership Style (LLS) was measured based on level of

concern or interaction with workers, allowing workers to make decisions and solve problems without interference, freedom in work undertaking and less concern in the responsibility of the management.

### **3.7.2 Secondary Data**

Secondary data is the type of data obtained from other findings. The study made use of secondary data. Secondary data include published books, reports, newspapers, magazines, journals, theses, dissertations, and papers covering the impact of leadership on workers' productivity. Secondary data is very important because it enables the researcher to match primary data with secondary data and get adequate information. Also, the researcher made use of internet to search for materials related to the research topic. To get all materials mentioned above, the researcher made use of library resources and internet resources in order to get information related to the impact of leadership styles and organizational behaviour on workers' productivity.

### **3.8 Piloting of the Study**

The researcher and his assistants carried out the pilot study in order to test the validity of questionnaires. The pilot study enabled the researcher to identify deficiencies and errors on the questionnaires. The researcher was also able to work on the errors before actual collection of the primary data (Brotherton, 2008). The pilot study was conducted at the Golden Tulip, Dar es Salaam and involved five human resources managers, three operational managers, eight business focus team members and fourteen customer services staff. In this pilot study, 30 questionnaires with set of questions were used. Whenever necessary the correction of questions was made to improve the tool before actual survey. Also, the data was used for prior analysis and examine the output and trend of data.

### **3.9 Reliability of Study**

According to Mugenda (2008), reliability refers to the extent where research instrument provides consistent findings or results. The research instruments were tested through pilot study in order to avoid discrepancies that could happen before the actual data collection. The reliability of the study was also maintained based on the research objectives as well as research questions. To complement this consistency, the study also used Cronbach's alphas to test the reliability of the scale or internal consistency of the measured variables in the Likert scale. According to Field (2005) and Pallant (2013), a Cronbach's alpha was initially used in research to make some comparisons of the research results based on the conventional cut-off point of 0.7. It is believed that a Cronbach's alpha above 0.7 means internal consistency on the instrument used. Cronbach alphas scale was used to establish acceptable internal consistency and hence reliable in measuring what is designed and intended to measure.

### **3.10 Validity**

This study adopted the scales which have been validated somewhere. Therefore, the Multi factor Leadership Questionnaire (MLQ) developed by Avolio and Bass (1995), was adopted and modified in order to fit the context of this study by measuring the leadership styles and how it affected the productivity of worker's. The study also adopted the Yousef scale of (2000) which was used to measure employee's productivity which is consistent with the nature of this study.

### **3.11 Data Processing and Analysis**

The data was analyzed using quantitative approach. Quantitative methods refer to studies whose findings are mainly the product of statistical summary. The quantitative data was collected, coded and analyzed using SPSS. Descriptive statistics were employed to analyze respondent's demographic variables and total mean, frequency and percentages were generated. According to Amin (2005), descriptive statistics provides us with the techniques of numerically and

graphically presentation of information that gives an overall picture of the data collected. The study objectives were analyzed using multiple-linear regression analysis. Multiple regression models were used to examine the effects of leadership style on workers' productivity.

### **3.12 Ethical Considerations**

In the course of conducting the study, several ethical issues were taken into consideration. The study adhered to ethical and integrity issues as stipulated in the University guidelines. The researcher filed his request letter for the data collection and after receiving introduction/clearance letter from the university was able to proceed for the field work. The researcher attached an introduction letter as well as permission for conducting the study behind all questionnaires. The researcher also asked for the consent and voluntary participation of the respondents. The researcher and his assistants asked for permission to visit and collect data at the Golden Tulip, Dar es Salaam. The researcher collected primary data from selected respondents within Golden Tulip after addressing the issues related to privacy and confidentiality of the respondents. This means that classified information provided by respondents such as names, ages, education qualification and official data was treated with the highest levels of confidentiality. Issues of plagiarism were strictly avoided in the cause of the study as all findings and writings retained its source and authority.

### **3.13 Summary of the Chapter**

The chapter discussed the research methodology that was used in the course of conducting this study. The chapter comprised of theoretical analyses of the study, methods of data collections, and method of data analysis. Thus, it acts as a foundation for the study and provides a way for the fourth chapter which is data presentations and analysis.

## **CHAPTER FOUR**

### **FINDINGS**

#### **4.1 Introduction**

This chapter presents the findings as per the objectives of the study using tables, graphs, charts and figures, it also used frequencies, mean and percentages to present the data collected.

#### **4.2 Respondents' demographic characteristics**

<b>JOB category</b>	<b>FREQUENCY</b>	<b>PERCENTAGES</b>
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<b>JOB category</b>	<b>FREQUENCY</b>	<b>PERCENTAGES</b>
Waitress/ waiter	22	29
Receptionist	11	13
Room attendant	21	26
Chef	07	8
Supervisors	14	17
Sales & marketing officer	05	7
<b>Respondents' age</b>		
18-30	38	48
31-40	25	31
41-50	12	15
50 and above	05	06
<b>Respondents Gender</b>		
Males	42	52
Females	38	48
<b>Marital status</b>		
Single	40	50
Married	29	36
Divorced	04	05
Widow/widower	02	03
Others	05	06
<b>Level of education</b>		<b>%</b>
High school/ secondary school	25	31.25

<b>JOB category</b>	<b>FREQUENCY</b>	<b>PERCENTAGES</b>
Diploma or college	33	41.25
Undergraduate	17	21.25
Master's degree and above	05	6.25
<b>Number of years spent at work by respondents</b>		
1-5 years	58	72.5
6-10 years	17	21.25
11-15 years	05	6.25
More than 16 years	00	0.00

From the table above, when the respondents were asked about their job category, 22(29%) were waiters/waitresses, 11(13%) were receptionists, 21(26%) were room attendants, 07(8%) were chefs, 14(17%) were supervisors and 05(7%) were sales and marketing officers. The researcher ensured that all respondents were represented in order to get in-depth variety of information related to the study without biasness.

From the table above, about the respondents age group, 38(48%) are within the age group of 18-30, 25(31%) are within the age group of 31-40, 12(15%) are within the age group of 41-50 while 05(06%) are within the age group of 50 and above years. From the above table it is clear that the hotel has majority of young men and women within the age group less than 40 years who are strong and flexible to offer services to customers effectively.

The study was not bias on gender, it ensured that all the respondents was represented by gender balance, in this study the researcher used 42(52%) male respondents and 38(48%) female

respondents, and this helped in giving the information that was balanced from all gender point of view.

Distribution of respondents by marital status, 40(50%) of the respondents were single, 29(36%) were married, 04(05%) divorced, 02(03%) were widows/widowers while 05(06%) belonged to other category.

From the table, it is clear that single respondents were the majority since they were in the position to work at any time especially night shift when needed compared to other groups. Single respondents were also at their youthful stages which is strong and flexible to manage hotel activities.

On the distribution of respondents by education, majority of the respondents were diploma holders 33(41.25) in number, followed by high school/secondary level holders 25(31.25) in number, followed by undergraduate 17(21.25) in number, and lastly masters' holders 05(6.25) respondents. The distribution is due to the nature of service offered which require medium academic qualification and youthful people who are strong, flexible but at the same time, paid relatively fair compared to highly qualified people.

Distribution of respondents by the number of years spent at the work place, 58(72.5) respondents have spent between 1-5 years, 17(21.25) respondents have spent about 6-10 years, 05(6.25) respondents have spent about 11-15 years while no respondents hard more than 16 years within the organization.



### **4.3 The Effect of Leadership Styles on Workers' Productivity**

#### **Correlation Analysis**

In this section, the researcher presents the results of Multiple Regression Analysis, which demonstrates the dependence of overall **workers' productivity** (dependent variable) on **leadership styles** (independent variables). Multiple regression analysis yields a correlation coefficient value "*R*", which explains the strength of association between independent variables and dependent variables. The *R* values lie between 0-1 (Ibrahim et al., 2006). The *R* value near to 1 shows a strong association between independent variables (IVs) and dependent variables (DVs) and vice versa.

Initially, it is noted that the items of the questionnaire (see Annex 1) identified three leadership styles that were expected to be under practice in the case of organization studied i.e. Autocratic Leadership, Democratic/Participative Leadership, and Laissez-Faire Leadership. Thus, the Multiple Regression Analysis was aimed at testing the correlation that the independent variable (workers' productivity) had with the three leadership styles. Subsequently, the three objectives to be tested as shown in section 1.5 of this paper are: (i) to examine the effects of autocratic leadership on workers' productivity, (ii) to examine the effects of democratic/participative leadership on workers' productivity, and (iii) to examine the effects of laissez-faire leadership on workers' productivity. The results of the analysis are as presented in tables 4.1.1 -4.1.3.

Table 4.1.1 presents a summary of the model in which the item of interest is the adjusted R<sup>2</sup> statistics, which is .547. This suggests that leadership styles accounts for 54.7% of the variation in workers' productivity.

**Table 4.1.1: Model Summary of Multiple Regression Analysis**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.564 <sup>a</sup>	.549	.547	.19994

a. Predictors: (Constant), Autocratic Leadership, Democratic/Participative Leadership, Laissez-Faire Leadership

b. Dependent Variable: Workers' productivity Score

*Source: Field Data, 2019*

In the model summary table 4.1.1, R square is equal to 0.549. This means that 54.9% of the dependent variable (workers' productivity) has been explained by the model (independent variables). The adjusted R square 0.547 helped to correct the value and provide a better estimate of the true population value.

**Table 4.1.2: ANOVA Output of Model Fit Results**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>	
	<b>Regression</b>	7.583	5	1.902	6.671	.000 <sup>b</sup>
1	<b>Residual</b>	21.046	83	.284		
	<b>Total</b>	28.617	87			

a. Dependent Variable: Workers' Productivity Score

b. Predictors: (Constant), Autocratic Leadership, Democratic/Participative Leadership, Laissez-Faire Leadership

**Source: Field Data, 2019**

Table 4.1.2 presents the analysis of variance (ANOVA) results. It is also known as model fit results. Here, the researcher's and reader's interest is on the F-statistic and its associated *Sig.* value. The results show that the F-statistic is 6.671 (at  $p < 0.01$ ). These results indicate that the model's hypothesis, the "model has no power to predict workers' productivity from leadership style scores" could not be accepted. These data therefore suggest that the model has power to predict workers' productivity significantly from the leadership style scores. Leadership plays crucial role in creating enthusiastic atmosphere and culture in an organization (Alghazo & Al-Anazi, 2016). Hurduzue (2015) proclaimed that effective leadership style could promote excellence in the development of the members of the organization. According to Skoogh (2014), it is safe to say that leadership has played an important role since the dawn of history of mankind.

**Table 4.1.3: Regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	<i>Sig.</i>	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.344	.529		6.359	.000		
Democratic	.528		.621	4.95	.000	.639	1.57

	Leadership		.109		0			5
1	Autocratic Leadership	-.278	.106	-.345	2.669	.009	.606	1.66 2
	Laissez-Faire Leadership	-.056	.074	-.083	-.751	.460	.872	1.15 4

a. Dependent Variable: Workers' Productivity

*Source: Field Data, 2019*

Table 4.1.3 presents the results on the coefficients of the regression model. The coefficients result show that Democratic Leadership positively predicts workers' productivity, standardized B = .621, ( $p < 0.01$ ). These results suggest that the productivity of employees whose immediate supervisor exhibited Democratic Leadership characteristics increased significantly by 62.1 percent. The results also show that Laissez-Faire Leadership and Autocratic Leadership styles insignificantly, negatively predict workers' productivity.

A study done In Malaysia showed that employees especially in governmental agencies where autocratic leadership style is practiced are criticized for poor performance, lack of flexibility, inefficiency, poor accountability and red tape (Said, et al., 2015). Leadership in Malaysia has long been linked with preference for hierarchy and relationship (Ansari, et al., 2004). According to Hofstede (2001), Malaysia is best known as a place where leaders have the most authority and power, laws, regulations as well as decisions are made by the leaders with little or no input from the employees (Jayasingam & Cheng, 2009).

Furthermore, Multicollinearity statistics show tolerance figures ranging from 0.606 to 0.872 while Variance Inflation factors (VIFs) ranged from 1.154 to 1.662. These figures suggest that multicollinearity was not suspected amongst the independent variables. Field (2005) suggests

that multicollinearity would be suspected if tolerance figures are below 0.10 or if VIF statistics are 10.0 or higher.

In a summary, the results of multiple regression analysis indicated that, Democratic Leadership style positively predicted workers' productivity while Autocratic Leadership and Laissez-Faire Leadership did not. In other words, if supervisors exhibit more democratic/participative leadership, the workers are more likely to have higher productivity. On the other hand, if supervisors exhibit more Autocratic Leadership and/or Laissez-Faire Leadership, the workers are less likely to have higher productivity.

Interestingly, the results presented here were consistent with most of the empirical data reviewed in Chapter two. Bushra (2011) conducted a study assessed the impact of leadership styles on employee's productivity in banking sector of Lahore and his main findings established that there is a positive effect between workers' performance (which has a direct relationship with productivity) and democratic leadership styles. The author explained that through democratic leadership style, leaders involve subordinate or followers in the organizational decision making process, thereby enhancing workers moral to carry-out their activities with the best of their abilities. This results in the increase of organizational productivity and thus led to the competitive advantage of the organization (Bushra, 2011).

Bunmi (2007) did a study on the manufacturing organizations in Lagos State, Nigeria and his results showed that workers under democratic leadership style experienced less job related tension than workers under autocratic leadership style, which would in turn affect their productivity level. Also, workers under autocratic style of leadership experience less sense of community than workers under democratic style of leadership.

Another study by Anyango (2015) on the effects of Leadership Styles on Employee Performance at Boa Kenya Limited, the results also show that **authoritative leadership** styles insignificantly negatively predicted employees' performance (standardized B = **-.080**;  $p < 0.01$ ) and **Laissez-faire** insignificantly positively predicted employees' performance (standardized B = **.048**;  $p < 0.01$ ).

This explains why, some authors gave reasons why autocratic and **Laissez-faire** leadership may negatively affect workers' productivity. According to Singapore Productivity Association (2010), autocratic leadership is an extreme form of transactional leadership which often leads to high levels of absenteeism and employee turnover. The same source asserts that normally, when it comes to organizational performance it is the leaders who have absolute power over their employees, and the latter have little opportunity to make suggestions, even if it would be in the organization's best interest. As a result, the autocratic leadership style fails in many ways in the performance of workers towards increasing the productivity of an organization. However, it is also believed that the autocratic leadership style could remain effective for some routine and unskilled jobs, as the advantages of control may outweigh the disadvantages. It is also known that autocratic leadership style may appear similar to charismatic leadership as the two leadership styles tend to believe more in themselves, than in their employees, hence, creating a risk that a project, or even the entire organization, might collapse if the leader leaves. Generally, this has a significant effect on the performance of employees and the entire organization.

Hurzeu (2015), found that there is a strong relationship between leadership behavior and performance of the organization. Under this study, leadership behavior and styles were found as important factors for increasing workers' productivity in the service industry.

Akram, et al. (2012) conducted a research titled How Leadership Behaviours Affect Organizational Performance in Pakistan. Sample size used by the researchers were 1000, where

500 questionnaires were distributed to managers and another 500 to employees of various private and public sector companies in 66 cities through random selection. Non-probability sampling technique was used in the study. Two separate questionnaires were designed for managers and employees. Questions were related to leadership behaviors and organizational performance. Five point Likert scale was applied. Correlation analysis and regression analysis was used to analyze the relationship and the effect of leadership behaviors on workers` performance. SPSS version 16 was used to analyze the reliability of questions, and the reliability was checked in terms of Cronbach`s Alpha. The findings concluded that leadership behaviours are interrelated and have positive impact on employees` performance.

Nasir, et al. (2014) did a research on "The Relationship of Leadership Styles and Organizational Performance among IPTA Academic Leaders in Klang Valley Area in Malaysia" The study used correlation methods to measure the relationship between leadership styles and organizational performance. Five public universities in Selangor were chosen. 201 academic leaders were chosen as the sample size. The questionnaires were prepared in form of closed-ended questions. The survey instruments from Kouzes and Posner Leadership Practices inventory-Individual Contribution Self Survey (1997) and Multifactor Leadership Questionnaire (MQL) was adopted. Likert-Scale was used. All data were analyzed using SPSS version 20.0. The hypothesis was tested using normality test with Normal Probability Plots for variables and other visual presentation measures such as histogram and box plot. Pilot test was used to test the consistency of the questionnaires. Cronbach`s alpha was used to test the reliability. The findings concluded that leadership behaviours are interrelated and have positive impact on the organizational performance.





## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS**

#### **5.1: Introduction**

There is a considerable impact of the leadership styles on organizational performance. The leadership style influences the culture of the organization which, in turn, influences the organizational performance. Klien et al (2013), proved this fact by using four factor theory of leadership along with the data collected from 2,662 employees working in 311 organizations. The organizational culture and performance are related to the type of leadership style. This chapter presented the summary of the findings of the primary data with the guidance of the specific objectives. The reliability of the data was measured using Cronbach's Alpha reliability coefficient. The impact of the leadership styles on their performances was measured using the organizational performance scale.

#### **5.2: Summary of effect of leadership style on workers' productivity**

The coefficients result show that Democratic Leadership positively predicts workers' productivity. These results suggest that the productivity of employees whose immediate supervisor exhibit Democratic Leadership characteristics tends to perform higher than other employees who are supervised by laissez- Faire or autocratic leadership style. The results of democratic leadership were consistent with most of results on previous studies. The study by Elenkov (2002) indicated that the democratic leadership style has a positive impact on organizational performance. The democratic leadership style enables the employees to make decisions and share them with the groups and managers. In this type of leadership style, praises and criticism are given objectively and a sense of responsibility is also developed among the employees (Elenkov, 2002). Bhargavi and Yaseen (2016) also analyzed the impact of democratic

leadership on organizational performance. As per their findings, democratic leadership positively affects the performance of the organization as it provides opportunities for the employees to express and implement their creative ideas and take part in the decision-making process. This leadership style also prepares future leaders and helps the organization in the long run. Choi (2007) also stated that a democratic leader is the one who focuses on the group discussion and group participation and as a result it positively influences the performance of the followers.

The results also show that Laissez-Faire Leadership and Autocratic Leadership styles insignificantly negatively predict workers' productivity. Iqbal, Anwar, and Haider (2015) conducted a study to determine the impact of leadership styles on the organizational performance. The study stated that autocratic leadership is also known as the authoritarian leadership style. The autocratic leaders are less creative and only promote one-sided conversation. This severely affects the motivation and satisfaction level of the employees. The autocratic leadership style is however, known to be effective in the short term. Autocratic leadership restricts the workplace socialization and communication which is cordial for effective organizational performance. The autocratic leadership also leads to organizational conflicts which negatively affect the overall performance (Iqbal, et al., 2015).

In a summary, the results of multiple regression analysis indicated that, at Golden Tulip hotel, Democratic Leadership style positively predicted workers' productivity while Autocratic Leadership and Laissez-Faire Leadership did not. In other words, if supervisors exhibit more democratic/participative leadership, the workers will be more likely to have higher productivity. Likewise, if supervisors exhibit more Autocratic Leadership or Laissez-Faire Leadership, the workers will be less likely to have higher productivity.

The study found that laissez-faire leadership style is insignificantly positively affect employee`s performance. The results are consistent with other studies “the laissez-faire leadership style does not affect employees` performance in Golden tulip hotel”. The results lend weak support to the previous evidence which reported negative relationship, e.g. Aboushaqah et al (2015), Nuhu (2004). However, the same results are inconsistent with those which reported a positive relationship between laissez-faire leadership style and employee performance. Gimuguni, et al (2014).

## CHAPTER SIX

### CONCLUSION AND RECOMMENDATIONS

#### 6.1: Introduction

This chapter presents the conclusions and recommendation of the study based on the research objectives.

#### 6.2: Conclusion

In conclusion, the researcher established that democratic leadership style was found to be the best style as workers want to work in an environment where they feel secure, an organization where they feel that they are part of the developments and achievements, an organization where they can be corrected in positive and friendly manners, an organization where there are flow of information and communication. The employees desire teamwork, mutual relationship and cooperation from the organizational leaders. Encouraging workers to be part of the decision making process by working as a team and being led by example towards the actualization of the organizational goals can lead to increase in workers' productivity within an organization.

The researcher also concluded that the type of leadership style that should be adopted by the organization may more or less depend on the organization itself, its structure and service needed. For instance, a security service organization may achieve more productivity with autocratic leadership style. However, for it to be effective and efficient, it has to be mixed with some elements of democratic leadership style. Generally speaking, leadership style itself does not give productivity as it is a means to an end and not an end itself. What gives productivity is the systematic and efficient application of an adopted leadership style in an organization.

### **6.3: Recommendations**

Leaders and managers should identify and adopt the leadership style that is friendly and suitable to their subordinates as well as the organization in order to achieve the organizational goals and objectives.

Supervisors and other workers in the organization should be exposed to Periodic leadership trainings so as to have the full knowledge of the best leadership style required to increase the productivity of the organization.

Workers' rights and privileges should be respected and counted as part of the organization's obligation as this is capable of increasing employees level of trust and loyalty to the organization which in turn will leads to increase in the productivity.

Workers tend to give their best when they are adequately motivated. Therefore, organizational managers and leaders should adopt and apply a leadership style that encourages workers' motivation and offer competitive advantage to the organization.

Organizational leaders must encourage teamwork at all level of production so as to get the full participation of workers and improve their talent.

Leaders must lead by example in their organization and should be able to exhibit and display those qualities that are worthy of emulation by their subordinates which can increase the organizational capability and productivity.

Organizational leaders must know that the quality of their workers is as good as the quality of their organization. Productive workers make productive organization. Therefore, leaders of the organization must ensure that the quality of their workers are adequately improved by investing in their health, training, and their overall general welfare in order to build competitive and qualitative organization with high output.

#### **6.4: Areas of further studies**

Further studies are required to establish why workers' productivity is not at the optimum level in spite of the adoption of their preferred leadership style ("DEMOCRATIC") in the Organization.

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## **ANNEX I. QUESTIONNAIRE FOR THE SURVEY**

### **The Survey to Examine the Effects of Leadership Styles on Workers' Productivity. A Case Study of Golden Tulip Hotel, Dar es Salaam**

#### **AIM OF THE STUDY**

This survey is designed to obtain information on the effect of leadership style on worker's productivity. Leadership style has been identified as an important tool in the productivity level in particular and organizational performance in general. Sometimes, managers' underestimate the importance of leadership style. This has led to low performance and collapse of some organizations. Your answers to this survey questions will be very useful in informing the managers/leaders of hospitality industries and other organizations on how to adopt a better style or behavior that will improve the morale of workers in undertaking their daily activities which will lead to increase in their productivity. This research is not only one of the requirements but a fulfillment for the award of Master's Degree which am undertaking in the Open University of Tanzania. Therefore, feel free to respond to the questions in this questionnaire, as the responses will not be used for any other purpose than academic.

#### **Directives**

In this survey, the questions are designed for you to respond direct and to choose only the best response from series of options, however feel free to respond if your choice is not in the list of options. Moreover, in the case of additional information or comments, feel free to provide such information and your comments in PART IV section.

**PART I. GENERAL INFORMATION**

- 1. Date .....
- 2. Name of the respondent .....
- 3. Name of organization/branch.....
- 4. Location.....
- 5. Position/job category .....

**PART II. RESPONDENT'S CHARACTERISTICS**

- 6. Age of respondents
  - a. 18 – 30 b. 31 – 40 c. 41 – 50 d. 51 and above ( )
  
- 7. Gender of the respondents
  - a. Male (b) Female ( )
  
- 8. Marital status
  - a. Single b. Married c. Divorced d. Widow/ Widower e. Other (Specify ( )
  
- 9. What is the level of your education?
  - a. High school or secondary school b. Diploma or college c. undergraduate
  
  - d. Masters degree and above ( )
  
- 10. How long have you worked with this organization?
  - a. 1 – 5 Years b. 6 – 10 Years c. 11 – 15 Years d. More than 16 years ( )

**PART III. TO EXAMINE THE EFFECT OF LEADERSHIP STYLE ON WORKER'S PRODUCTIVITIES**

Under this section circle the scale chosen

- a. Objective 1. Autocratic leadership style and productivity of workers

Statement	Extent of agreeable or disagreeable				
11. When a leader considers his/her decision as final, it can contribute to workers increase in productivity by completing many tasks at a time	Strongly Agree 1	Agree 2	Neutral 3	Disagree 4	Strongly Disagree 5
12. When a leader exert the power that he/she holds over his/her workers, it leads to increase in their productivity					
13. If a leader need the workers to strictly adhere to the work rules and standards, it can lead to increase in worker's productivity					
14. If a leader is less concern in maintaining relationship between and among workers, it will increase workers' productivity					
15. When workers are threatened or punished if they do wrong or makes mistakes in order to achieve					



organizational goals it can increase their work productivity					
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b. Objective 2. Democratic leadership style and productivity of workers

Statement	Extent of agreeable or disagreeable				
	Agree	Strongly agree	disagree	Strongly disagree	Neutral
16. When a leader considers workers suggestions or shares responsibilities with workers while making a decision, it can make the workers to increase their productivity					
17. If a leader encourages work participation by allowing workers to determine what needs to be done and how it will be done in order to improve the organizational performance, it will make the workers to increase their productivity					
18. If a leader maintain close relationship with and among workers, it will lead to increase in productivity					
19. When a leader appreciates and motivates workers for their positive contributions which led to a higher output, it will lead to increase in worker's productivity					

20. When a leader create an environment where the workers feel sense of ownership of the organization, it makes workers to increase their productivity					
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c. Objective 3. Laissez-faire leadership style and productivity of workers

Statement	Extent of agreeable or disagreeable				
21. When a leader makes minimal or no decision and leaves workers to decide on the running's of the organizational activities, it can make workers to increase their productivity	Agree	Strongly agree	disagree	Strongly disagree	Neutral
22. If workers are left freely to undertake organizational tasks the way they think by themselves, it will lead to increase in the organizational productivity	Agree	Strongly agree	disagree	Strongly disagree	Neutral

23. If a leader does not take responsibility of the organizational affairs and allows workers to decide on how the organization is operated, it can increase the productivity of the organization	Agree	Strongly agree	disagree	Strongly disagree	Neutral
24. If a leader has less or no interaction with the workers , it can make them to increase their productivity	Agree	Strongly agree	disagree	Strongly disagree	Neutral

**THANK YOU FOR YOUR COOPERATION**

## ANNEX II: RESEARCH BUDGET

<b>SN</b>	<b>PARTICULARS</b>	<b>AMOUNT</b>
1	Reams/printing	100,000/=
2	Transport Cost	300,000/=
3	Editing	300,000/=
4	Secretarial service	200,000/=
5.	Enumerators/Research Assistants	1,000,000/=
05	Emergence expenses	200,000/=
<b>TOTAL</b>		<b>2,100,000/=</b>

## ANNEX III: WORK PLAN

Activity	Durations					
	2018					2019
	July	August	Sept-Oct	November	December	January
Proposal preparation						
Submission of proposal						
Pilot study						
Testing						
Data collection						
Data analysis/processing						
Dissertation write up						
Dissertation presentation						

#### ANNEX IV: MULTIPLE REGRESSION TABLES AND CHARTS

	Leaders encourage work participation	Leaders consider their decision final	Leaders consider workers' suggestions	Leaders appreciate and motivate workers	Leaders need workers to adhere to work rules and standards	Leader makes minimal or no decision	Leader has no interaction with workers
Leaders encourage work participation	1.000	.669	.975	.938	.871	-.139	.507
Pearson Correlation							
Leaders consider their decision final	.669	1.000	.652	.721	.800	.404	.877
Leaders consider workers' suggestions	.975	.652	1.000	.926	.869	-.076	.511

Leaders appreciate and motivate workers	.938	.721	.926	1.000	.919	-.064	.594
Leaders need workers to adhere to work rules and standards	.871	.800	.869	.919	1.000	.180	.683
Leader makes minimal or no decision	-.139	.404	-.076	-.064	.180	1.000	.654
Leader has no interaction with workers	.507	.877	.511	.594	.683	.654	1.000

Leaders encourage work participation	.	.000	.000	.000	.000	.110	.000
Leaders consider their decision final	.000	.	.000	.000	.000	.000	.000
Leaders consider workers' suggestions	.000	.000	.	.000	.000	.252	.000
Leaders appreciate and motivate workers	.000	.000	.000	.	.000	.288	.000

Sig. (1-tailed)



	Leaders need workers to adhere to work rules and standards	.000	.000	.000	.000	.	.055	.000
	Leader makes minimal or no decision	.110	.000	.252	.288	.055	.	.000
	Leader has no interaction with workers	.000	.000	.000	.000	.000	.000	.
N	Leaders encourage work participation	80	80	80	80	80	80	80

Leaders consider their decision final	80	80	80	80	80	80	80
Leaders consider workers' suggestions	80	80	80	80	80	80	80
Leaders appreciate and motivate workers	80	80	80	80	80	80	80
Leaders need workers to adhere to work rules and standards	80	80	80	80	80	80	80

Leader makes minimal or no decision	80	80	80	80	80	80	80
Leader has no interaction with workers	80	80	80	80	80	80	80

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Leader has no interaction with workers, Leaders consider workers' suggestions, Leaders makes minimal or no decision, Leaders need workers to adhere to work rules and standards, Leaders consider their decision as final, Leaders appreciate and motivate workers	.	Enter

a. Dependent Variable: Leaders encourage work participation (Workers' Productivity)

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 <sup>a</sup>	.970	.968	.20316

a. Predictors: (Constant), Leader has no interaction with workers, Leaders consider workers' suggestions, Leaders makes minimal or no decision, Leaders need workers to adhere to work rules and standards, Leaders consider their decision as final, Leaders appreciate and motivate workers

b. Dependent Variable: Leaders encourage work participation (Workers' Productivity)

#### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.875	6	16.312	395.239	.000 <sup>b</sup>
	Residual	3.013	73	.041		
	Total	100.888	79			

a. Dependent Variable: Leaders encourage work participation (Workers' Productivity)

b. Predictors: (Constant), Leaders have no interaction with workers, Leaders consider workers' suggestions, Leaders makes minimal or no decision, Leaders need workers to adhere to work rules and standards, Leaders consider their decision as final, Leaders appreciate and motivate workers



**Coefficient Correlations<sup>a</sup>**

Model	Leaders have no interaction with workers	Leaders consider workers' suggestions	Leaders makes minimal or no decision	Leaders need worker s to adhere to work rules and standar ds	Leaders consider their decisi on as final	Leaders appreciate and motivate workers
1 Correlations	Leader has no interaction with workers 1.000	Leaders consider workers' suggestions .127	Leaders makes minimal or no decision -.802	Leaders need worker s to adhere to work rules and standar ds .416	Leaders consider their decisi on as final -.700	Leaders appreciate and motivate workers -.557
		Leaders consider workers' suggestions 1.000	Leaders makes minimal or no decision -.049	Leaders need worker s to adhere to work rules and standar ds -.122	Leaders consider their decisi on as final -.034	Leaders appreciate and motivate workers -.506
			Leaders makes minimal or no decision 1.000	Leaders need worker s to adhere to work rules and standar ds -.566	Leaders consider their decisi on as final .352	Leaders appreciate and motivate workers .686

	Leaders need workers to adhere to work rules and standards						
	Leaders consider their decision as final	.416	-.122	-.566	1.000	-.419	-.686
	Leaders appreciate and motivate workers	-.700	-.034	.352	-.419	1.000	.228
	Leader has no interaction with workers	-.557	-.506	.686	-.686	.228	1.000
	Leaders consider workers' suggestions	.006	.001	-.003	.002	-.003	-.004
Covariances	Leaders makes minimal or no decision	.001	.004	.000	.000	.000	-.003
		-.003	.000	.002	-.002	.001	.003

Leaders need workers to adhere to work rules and standards	.002	.000	-.002	.004	-.002	-.004
Leaders consider their decision as final	-.003	.000	.001	-.002	.004	.001
Leaders appreciate and motivate workers	-.004	-.003	.003	-.004	.001	.008

a. Dependent Variable: Leaders encourage work participation (Workers' Productivity)



**Collinearity Diagnostics<sup>a</sup>**

Model Dimension	Eigenvalue	Condition Index	Variance Proportions							
			(Constant)	Leaders consider their decision as final	Leaders consider workers' suggestions	Leaders appreciate and motivate workers	Leaders need workers to adhere to work rules and standards	Leaders make minimal or no decision	Leaders have no interaction with workers	
1	6.544	1.000	.00	.00	.00	.00	.00	.00	.00	.00
2	.346	4.351	.02	.00	.02	.01	.00	.02	.02	.00
3	.057	10.743	.47	.00	.01	.00	.04	.08	.08	.00
1 4	.025	16.235	.00	.06	.69	.05	.02	.11	.11	.00
5	.016	20.377	.48	.12	.13	.00	.39	.01	.01	.04
6	.011	24.540	.00	.27	.12	.46	.17	.08	.08	.02
7	.003	49.922	.03	.55	.03	.48	.37	.69	.69	.93

a. Dependent Variable: Leaders encourage work participation (Workers' Productivity)

**Casewise Diagnostics<sup>a</sup>**

Case Number	Std. Residual	Leaders encourage work participation	Predicted Value	Residual
41	3.910	2.00	1.2056	.79435

a. Dependent Variable: Leaders encourage work participation

(Workers' Productivity)

### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.8762	5.2748	1.8375	1.11307	80
Std. Predicted Value	-.864	3.088	.000	1.000	80
Standard Error of Predicted Value	.040	.107	.058	.014	80
Adjusted Predicted Value	.8686	5.3348	1.8372	1.11582	80
Residual	-.45370	.79435	.00000	.19529	80
Std. Residual	-2.233	3.910	.000	.961	80
Stud. Residual	-2.368	4.078	.001	1.019	80
Deleted Residual	-.51002	.86386	.00032	.21956	80
Stud. Deleted Residual	-2.447	4.608	.010	1.065	80
Mahal. Distance	2.022	20.724	5.925	3.551	80

Cook's Distance	.000	.208	.018	.040	80
Centered Leverage Value	.026	.262	.075	.045	80

a. Dependent Variable: Workers' Productivity

**Normal P-P Plot of Regression Standardized Residual**  
**Dependent Variable: Leaders encourage work participation**

