DURBAN UNIVERSITY OF TECHNOLOGY

AN INVESTIGATION OF THE RELATIONSHIP BETWEEN DIFFERENT LEADERSHIP STYLES AND PRODUCTIVITY: THE FOOD & BEVERAGE DEPARTMENT AT THE BELAIRE SUITES HOTEL, KZN

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AN INVESTIGATION OF THE RELATIONSHIP BETWEEN DIFFERENT LEADERSHIP STYLES AND PRODUCTIVITY: THE FOOD & BEVERAGE DEPARTMENT AT THE BELAIRE SUITES HOTEL, KZN

Submitted in fulfilment of the requirements of the degree of Master of Management Sciences Specializing in Hospitality Management in the Faculty of Management Sciences at the Durban University of Technology

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Abstract

The study investigated the relationship between leadership styles and productivity within the food and beverage department of the Belaire Suites Hotel, Durban, KwaZulu-Natal. The focus of the study was on leadership, whilst employee satisfaction was perceived as one of the measures of productivity. The identified understanding of the relationship between the mentioned variables will assist leaders of the Belaire Suites Hotel to understand their role towards the failure or success of the establishment in reaching the targeted levels of productivity. The study used the census sample method. The target population of the study entirely consist of 28 Food and Beverage department employees. 23 of the employees are general workers while the 5 employees are supervisors and managers. The general workers data collection and analysis adopted the quantitative and qualitative study method while the supervisors and managers data collection and analysis adopted the qualitative study method. Meaning that, for the current study, the researcher adopted a mixed research methodology approach.

It was found that participative, directive, delegating, authority-compliant, and transactional leadership styles were dominant at the Belaire Suites Hotel. Furthermore, it was found that there was little positive impact perception by general employees on the leadership styles existing at the Belaire Suites Hotel while leaders perceived that they make good attempts for positive impact. It was recommended that leaders need to take care of their employees so that they can impact customer satisfaction and sales. Various recommendations were provided by employees including the provision of incentives, rewards, employee pieces of training, user-friendly systems, customer recognition, and customer preferences. An integrated framework was developed to help improve the levels of productivity at the Belaire Suites Hotel. It is essential that the Belaire Suites Hotel evaluate its leadership styles to positively affect productivity.

To satisfy objective one of the current study, a new leadership style termed the “wheelbarrow leadership style” was proposed by the researcher. The author further provided supporting statements as to why such a leadership style is needed at the Belaire Suites Hotel’s food and beverage department and other establishments with the same settings. For objective two, it was recommended that the Belaire Suites Hotel management try and create systems that would monitor the impact of leadership styles adopted by the food and beverage department leaders.

The recommendations provided for the third objective were extracted from the validated integrated framework. Respondents recommended that leaders should take care of their employees by means of providing rewards for their performance to positively impact customer satisfaction and sales.

Key Words: Leadership, Leadership styles, Productivity, and Measures of productivity.

Declaration

I hereby declare that the thesis submitted for the Master of Management Sciences specializing in Hospitality Management in the Department of Hospitality and Tourism, Faculty of Management Sciences at the Durban University of Technology is completely my own work and not of any other person unless openly acknowledged (including the citation of published and unpublished sources). The work/thesis has not previously been submitted in any form to the Durban University of Technology or to any other institution for consideration or for any other purpose.

	June, 21 2022
S. MANQELE	DATE

Dedication

This dissertation is dedicated to my mother and my father, Senzeni and Solomon Manqele, who have never questioned, but supported all my life decisions - including that of pursuing this qualification. I further dedicate this dissertation to my only sibling, my late brother Lungisani, Phumlani, Msizi Manqele. I will always love you.

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Chapter One: Research Introduction & Background

1.1 Introduction

An efficient leader is one who influences subordinates in a favoured way that shifts their focus towards attaining set goals (Mahdinezhad and Saundi 2013:1). The authors further explain that various leadership styles can have either positive or negative influence on the measure of productivity. In the same context, a study by Krusenvik (2016: 3) identified that leaders who can establish shared values while modelling by example are usually more successful in leading organisations. Attesting to that, Abdussamad, Akib, and Paramata (2015: 1) established that leaders can achieve set goals by inspiring, creating opportunities, coaching, and by motivating their subordinates. The focus on employees to achieve organisational goals is common amongst the aforementioned authors. Therefore, there is a high likelihood that employees that are ignored can cause an establishment to not attain its set goals of productivity (Payton and Bao 2021). When leaders have taken care of the needs of their subordinates, the subordinates then work hard to achieve the organisation's measures of productivity including customer satisfaction and sales.

This study seeks to examine the influence of various leadership styles on the productivity of a hospitality establishment. The selected case study area is the Belaire Suites Hotel situated in Durban, KwaZulu-Natal. The motivation for selecting a case study method is influenced by the researcher's interactions to obtain relevant and detailed data. Krusenvik (2016: 1) outlines that, the case study research method is advantageous in obtaining detailed and relevant data in real-life situations, whilst dissecting participant views directly in relation to the phenomena as they unfold in practice. The Belaire Suites Hotel is relevant in this scenario, as it is noted by the Belaire Suites Hotel manager that the hotel is currently trying to identify the influence of the existing leadership styles on productivity, (Kamil 2021, pers. comm.13 June).

The study focuses on the variables of leadership and productivity. An overview of the existing knowledge about the variables is contextualised in chapter two. The study of these variables endeavoured to propose a model that would define the impact and efficiency of leadership styles adopted at the Belaire Suites Hotel. This section of the study presents the introductory background of the general topic adopted, from the aim and the problem statement. The section provides a study background to the research problem and study objectives. Furthermore, it exhibits the study

objectives that guided the direction of this investigation. Similarly, the significance of the study is outlined and a conclusion through the summary of the methodology is presented before the summary of the investigation chapters.

1.2 Background

According to Iszatt-White and Saunders (2017: 18), leadership is the process of creating an inspiring vision for the future. The authors further elaborate that the intention of a leader should be based on meeting organisational goals, and among these is productivity. Moreover, Caramera (2018: 1) explains that good leadership is a crucial factor for every organisation that aspires to have good productivity. Harness (2019: 1) links productivity with leadership styles by elaborating that, a manager that possesses negative leadership styles tends to contribute to a lack of productivity. In addition, Essay, UK (2018: 1) emphasises that there is a need for great leaders in the hospitality industry, leaders that will motivate subordinates towards attaining organisational or departmental goals.

Chatty (2018: 22) outlines that, over the years, the concept of leadership has been studied the most by scholars and organisational researchers aiming either to define leadership or to identify the relationship between leadership styles and other variables. Mfeka (2017: 12) expresses that productivity remains an important element that drives organisational growth. The author explained that although the concept of productivity has been studied by many scholars, it remains elusive and confusing. Ward (2020: 1) explains that leadership is the art of having the ability to motivate individuals towards a specific goal. As expressed, productivity remains the key driver of organisational growth, and leaders can have the ability to motivate individuals towards a specific goal. This study will focus on the less examined relationship between leadership styles and productivity (Tewari, Gujarathi and Maduletty 2019: 1).

Before outlining leadership styles, it is essential to discuss the background and foundation of each leadership style to give a clear overview of this primary theme. Robertson (2020: 1) establishes that the primary distinction between leadership theory and leadership style is that leadership style falls under the overall umbrella of leadership theory (Nawaz and Khan 2016: 2). According to Okechukwu and Chigozie (2014: 110), theories help to form a full understanding of leadership.

Furthermore, the author elaborates that there is no existence of a superior theory and approach, but the best theory and approach are determined by their impact on the existing situation. Sharing this same sentiment are Nawaz and Khan (2016:1), by emphasizing that although leadership theories have been refined and modified with time, there is no theory that remains completely irrelevant. The leadership theories are classified as traditional theories, and new leadership perspectives theories as identified by Madhanga (2018:20). Leadership theories that can be classified as traditional leadership are the great man theory, trait theory, behavioural theory, contingency theory, and situational theory (Amanchukwu, Stanley, and Ololube 2015:7), whilst the charismatic theories and transformational leadership theories are classified as the new leadership approach. The subsections below detail the classification of different leadership theories:

1.2.1 Great man theory

This is the earliest introduced leadership theory, the great man theory assumes that the strengths and abilities for leadership are adopted and ignores assumptions about whether leadership traits are generally genetic or acquired (Amanchukwu, Stanley and Ololube 2015:8; Nawaz and Khan 2016:1). On the other hand, the trait theory assumes that people inherit certain traits and qualities which then distinguish them as great leaders (Madanchian et al. 2016: 199). The assumption that leaders are people that influence subordinates is shared by both theories (Malik and Azmat 2019: 1). However, the great man theory differs from the trait theory through the assumption that leaders are born as powerful geniuses, capable of producing comprehensive plans. Aa critical discussion of the relevance of the great man and trait theories towards study objectives is discussed further in this chapter under the leadership styles that identify within these theories.

1.2.2 Situational leadership theory

According to Thompson and Gloso (2018: 1), the situational leadership theory was developed by Paul Hersey and Ken Blanchard, where they suggested that leaders adapt their leadership style to set goals and the maturity of their subordinates. Furthermore, the authors express that, successful leaders are those who are flexible in adjusting their leadership styles and moulding their behaviour to meet the demands of the given situation. In the same context, Amanchukwu, Stanley, and Ololude (2015: 8) further state that leaders choose suitable actions relative to situational conditions. The authors further establish that each leadership style is appropriate to a specific instances decision-making, meaning that each situation may require a different approach. Attesting

to the statement, Nawaz and Khan (2016: 2) emphasise that the situational theory recommends that there is no precise leadership style as a stand-alone. However, the authors explain that according to the situational theory there is no single right way to lead because internal and external dimensions of challenges are unique which require a leader to adapt differently to each.

1.2.3 Behavioural theory

Surdu, Greve, and Benito (2020: 1) established that behaviour is regarded as an essential element of a leader. The behavioural theory carries the assumption that leaders are made through training and observation, they are not born (Stanely and Ololube 2015: 8). However, Nawaz and Khan (2016:2) elaborate that, the behavioural theory carries the assumption that leaders perform their duties of leadership by referring to the capacity of their previous leader. Although both the authors demonstrate that behavioural theories are acquired and not hereditary, they still share different sentiments in terms of methods of acquiring behavioural traits. Madhanga (2018: 23) conveys that, effective behavioural theory involves the Hersey and Blanchard, and Blake and Mouton's Managerial Grid. Moreover, the author elaborates that, behavioural theories shift their focus towards organisational performance to ensure that organisational goals, tasks, and activities are completed efficiently and effectively.

1.2.4 New leadership perspective

According to Olalele and Okeke (2016:2), a new leadership perspective has emerged over the years, driving towards a need for hotel leaders that are creative in establishing organisational culture, collaboration, positive thinking, humour, and brainstorming whilst challenging the rules. Similarly, Mollazadeh, Monhood-Zadeh, and Jeganeni (2018:2) document that, indeed leadership approaches have been developed to introduce new ways of thinking that can help researchers focus on problematic areas, to decide on the solutions that might be implemented by leaders. Furthermore, the authors claim that the new leadership theory, which includes transformational leadership and charismatic leadership, explains the characteristics of effective leadership. Moreover, a review of the new leadership perspective theory is maintained in a study conducted by Haire (2021: 1), where it is identified that the new leadership theory involves transformational and charismatic leadership styles. The author maintains that the new leadership style has indeed developed, and it seeks to impact both an organisation's productivity and its subordinates.

All the leadership styles expatiated from the leadership theories are elaborated in Chapter Two and further serve as the main concepts of the investigation from which the research questions for the research instruments are derived.

The second main variable of the study is productivity. According to Glick (2015: 1), productivity is a classic economic metric that measures the process of creating goods and rendering services. Green (2016: 3) expresses that leadership is one of the factors that influences productivity in an organisation. In the context of hotels, Simpao (2018: 25) expresses that the context and composition of productivity in hotels is in achieving company goals and making the business profitable through labour productivity. The New Zealand Tourism Research Institute (2007: 5) mentions that the measurement of productivity can be ambiguous and inadequate within the food and beverage department. However, Domingllles, Vieira and Agnihotri (2017: 641) explain that the food and beverage department's productivity can be measured by evaluating employee performance, sales, and customer satisfaction. In addition, Glick (2015:1) elaborates that, one of the most useful strategies to manage productivity in a hotel is to ensure customer satisfaction and maintain a good relationship with your employees. In the same context, Burton (2017: 1) recommends that a good strategy that can be used by leaders to manage productivity is to provide employees with pieces of training to make sure they deliver services according to customer expectations. However, Gregoire and Theis (2015: 1141) express that those leaders should use indicators such as performance and efficiency, not forgetting to enhance financial accountability to manage productivity.

The current study about leadership and productivity is conducted at the Belaire Suites Hotel in Durban, KwaZulu-Natal under the food and beverage department. The Belaire Suites Hotel manager defined the gap in understanding the influence of the current leadership styles on the productivity for the hotel, serving the researcher's interest in the study. It can also be noted that the selection of only this establishment and one department was based on the interest of time for the completion of the investigation. Although the study by Eshan and Binoy (2020:2964) only focused on the hotel industry of Karnataka, the findings that leaders hold the power towards the success of hospitality establishments served an interest to investigate whether the same findings will be perceived by the Belaire Suites Hotel employees - hence the selection of the study area.

1.3 Research problem

Rivaldo (2021) elaborates that, leaders are the ones to ensure that organisations are driven towards attaining set goals. Furthermore, the author maintains that the core to ensuring this, is for leaders to pay more attention to the aspects of leadership styles they use. There is a common trait of defining leaders as those who hold the power in organisations as it can be noted afore. Expanding on that, Fahlevi *et al.* (2019: 2440) explain that leaders are those that are in a position to make decisions or to initiate plans of action, and that that responsibility defines the hold of power.

It is therefore not strange that the lack of productivity in organisations or departments is often blamed on leadership styles adopted by leaders (Mchunu, 2019: 2). The conclusion eluded by Nanjundesaraswamy and Swamy (2014: 1) which outlines that different leadership styles may affect organisational productivity is a testament of the statement outlined above. These authors explicitly elaborate that the productivity of organisations has been mostly related to the nature of adopted leadership styles. In the same context, Green (2016: 1) explains that some leadership styles may create internal factors which may lead to poor productivity. Moreover, Quain (2018: 1) and Dominglles, Vieira, and Agnihotri (2017: 641) emphasise that the leadership style adopted by a leader for the food and beverage department, will have an effect on whether the department is a well-structured environment conducive to returning customers and increasing sales. In conclusion, an understanding of the power of the responsibility of leaders has been clearly outlined as the key to ensuring that hospitality organisations are successful.

The current study investigates the relationship between leadership styles and productivity within the food and beverage department of the hotel. Parker and Hilesgrove (2013: 1) lament that there is limited understanding of the appropriate leadership style and productivity of an organisation or department. Huretas-Valdivia, Gallego-Burin, and Llorens-Montes (2019: 401) emphasise that there is a need for an understanding of various leadership styles and productivity for the food and beverage caterers who intend to be successful in their business. Attesting to that, Fahlevi *et al* (2019: 2441) recommend that, more research should be conducted to understand the contribution of leaders towards the success of the business. The same recommendation is suggested by Wen *et al.* (2019: 55) by expressing that there is need for a clear understanding of the depth of the impact that leaders can have on the productivity of the food and beverage department in a hotel.

Moreover, this gap is later emphasised by Mfeka's (2017: 1) suggestion that more research should be conducted on the relationship in leadership style and productivity. The same contextualisation is expressed by Hanif, Rakhman, and Nurkholis (2018: 96) by suggesting that there is a need for productivity-based research and management attributes such as leadership styles in the hotel sector. Meaning that there is a dearth of these lines of empirical study in the hotel sector. The suggestion for research between leadership styles and productivity is afforded credibility by the acknowledgment that some leadership styles tend to distort commitment, which is one of the essential components towards attaining the productivity of an organisation or department (Madhanga 2018: 2). Hence, leadership styles that advance the implementation of clear strategies towards a goal of productivity (Hurduzeu 2015: 290) are crucial. Therefore, an opportunity accordingly exists to develop a body of knowledge of that explores the links between leadership styles and productivity within the food and beverage department within a hotel.

1.4 Aims and objectives.

This research study examined the relationship between leadership styles and productivity within the food and beverage department of the Belaire Suites Hotel. The study intended to find methods that the Belaire Suites Hotel food and beverage department can use to achieve set productivity goals.

1.4.1 Study aim

The purpose of this study is to is to examine the current relationship between various leadership styles and productivity within the food and beverage department of the Belaire Suites Hotel in Durban, KwaZulu-Natal.

1.4.2 Study objectives

The purpose of the study is guided by the following objectives, namely to:

- To evaluate leadership styles adopted at the Belaire Suites Hotel.
- To identify the influence of leadership styles on productivity at the Belaire Suites Hotel

- To identify alternate strategies that can be used to manage productivity at the Belaire Suites Hotel

1.4.3 Research questions

The founded interest of the researcher to examine the studied topic is guided by the intention to evaluate and identify the impact of leadership on the productivity of hotels in the interest of hospitality sustainability. To attain this, research questions were initially developed, guided by the foundation of the development of a new theory around the context of leadership and productivity. The following questions are derived from the study objectives:

- What is the general leadership style adopted by leaders of the Belaire Suites Hotel?
- Is there any traceable influence of leadership styles on the productivity of the Belaire Suites Hotel?
- What can be an alternate strategy that can be used to manage productivity of the Belaire Suites Hotel?

1.5 Rationale for the study

The hospitality industry is one of the greatest contributors to the South African economy (Shereni 2019: 8). With its vast variety in offerings, including hotels for accommodation, restaurants for food and beverages, tourists' attractions and entertainment, the industry keeps on growing and positively impacting the economy of the country (Roblek, Stok, and Mesko 2016: 374). For continuity and even more growth, there is a need for leaders that will drive the hospitality sector's offerings towards a great success that will also impact the economy (Tewari, Gujarathi, and Moduletty 2019: 115). This means that, the need for a hospitality establishment to succeed is not only a thread for that establishment, but also for the economy of the country. Earlier in the chapter, it was outlined that leaders hold the power to positively drive a hospitality establishment towards success, hence the study endeavoured to examine leadership styles that have an impact on the productivity of the food and beverage department.

The study has several academic contributions for scholars and hospitality practitioners, such as the human resource managers of hotels that are responsible for hiring candidates for leadership

positions. These managers can use the recommended and perceived traits by the employees to estimate the type of a leader that can drive the hotel towards positive productivity. Furthermore, with regards to theoretical perspective, this study stimulates the basis for researchers to further test the integrated correlation between leadership styles and productivity within the food and beverage department of other hotels.

Moreover, for the Belaire Suites Hotel, an integrated framework that can be used to impact the productivity was recommended. The same integrated framework can be used by researchers that are interested in understanding leadership and its role towards productivity. Furthermore, it can be noted that at the Belaire Suites Hotel's food and beverage department, no prior research investigation of this nature has been conducted. Especially research that include the measures of productivity namely sales, customer satisfaction and employee performance. Previous studies have focused on just one measure such as employee performance or customer satisfaction versus leaders. Therefore, the uniqueness of examining the relationship between various leadership styles and three productivity measures simultaneously, could serve as a framework to many hospitality stakeholders including hotels and scholars.

1.6 Research methodology synopsis

The research methodology is defined as the methodical technique of solving an outlined problem, with the aim of providing the work plan that will assist to provide tested recommendations (Cresswell 2015: 52). The techniques and methods are essential in making sure that the obtained data and analysis valid. This part of the chapter outlines the research methodology employed in the current study. The researcher explains the motivation behind the selection of the research methods employed. Critically, the research methods are elaborated, and the data collection process and procedures are outlined.

1.6.1 Research design

The study adopted a mixed method research design where the researcher utilised the quantitative research for general employees sampling and qualitative method for the managers and supervisors and later adopt the qualitative method for to support quantitative data (Apuke 2017: 1). With this adopted method, a theory is used deductively and is placed towards the beginning of the proposed

study (Cresswell 2015:51). The mixed method research design is advantageous because it allows the researcher to study and scrutinise the correlation between the variables, namely leadership styles and productivity (Creswell 2014: 12). Moreover, a cross-sectional research method was used to make inferences about a possible relationship between leadership styles and productivity (Cherry 2019: 1).

1.6.2 Target population and study sample

According to Stephanie (2019:1), the target population is the entire aggregation of potential respondents that meet the designated set of research criteria. The targeted population for this study was the food and beverage employees of the selected organisation, which consisted of 32 employees both contract and permanent, as estimated by the organisation's department Manager, Kamil (2021, pers. Comm. 13 June). However, during the data collection, it was noted by the establishments manager Kamil (2021, pers. Comm. 10 December) that only 23 general employees remained in the food and beverage department after COVID-19 and only 5 employees holding supervisory and management positions are at place. Therefore, the use of a census as a sampling method under the non-contrived environment was relevant because of the size of the population and the selection of only one department as a study area. In addition, convenience sampling was used for the interviewing of general employees, the data which aimed at addressing the quantitative gaps.

1.6.3 Data collection instrument

According to Wagner, Kawulich, and Garner (2012: 77), measuring instruments are the tools used to assign numbers to a phenomenon. For this study, structured quantitative questionnaires with close-ended and open-ended structured items were used to collect data for the 23 general employees (Yaya 2014: 1). In addition, structured & open-ended questions were also used to interview the 5 employees which are supervisors and managers. After the analysis of quantitative data, open-ended questions addressing it gaps were developed and used to interview the selected general employees. As noted that questionnaires are the integral research instruments for the current study, it is essential to note that Noble and Smith (2015) defines questionnaires as the instrument with the intention of seeking specific information from respondents. Furthermore, the author outlines that questionnaires include the information about the demographics of the respondents and include all research items that are developed from the research objectives. The

questionnaires for the current study included information about respondents and all the sections of questions were outlined according to the study objectives.

1.6.4 Study validity and reliability

The significance of validity and reliability when evaluating the research measuring instrument is important (Noble and Smith 2015). When this is achieved, the research becomes rigorous, which is known as the trustworthiness of research when planning, gathering, and analysing data (Rensburg, Pellissier, and Stack 2017: 150). This section of the current study exhibits the validity and reliability of the research instrument used to collect data at the Belaire Suites Hotel of Durban, KwaZulu-Natal.

1.6.4.1 Validity and Pilot Study

According to Rensburg, Pellissier, and Stack (2017: 150), validity is the extent to which an assessment measures what the researcher intends to measure. As suggested by Oden (2020:1) and Morrison (2019:1) questionnaire validity was ensured through a pilot. According to Rensburg, Pellissier, and Stack (2017: 151), a pilot study is a small study that aims to test and validate the respondents' understanding of questionnaires. For this investigation, a pilot study was conducted at Umqhele Bed and Breakfast establishment, located in Richards Bay, KwaZulu-Natal to refine the research questions (Crossman 2019: 1). No errors were identified in the research instruments, the pilot study respondents understood all the questions. Also, for this investigation, a pilot study was suggested so that the researcher could use it as a tool to estimate the time, resources, and methods needed to persuade the study (Crossman 2019: 1). A time of 30 – 45 minutes was identified to be the time it takes to complete the questionnaire.

1.6.4.2 Reliability

According to Rensburg, Pellissier, and Stack (2017: 140), reliability refers to the stability of measurement which can be determined by measuring variables repeatedly to see whether the investigation gives the same results. To ensure reliability, all statements in the questionnaire were related to the study objectives and were made short and clear to accommodate different levels of intellectual capacities (Madhanga 2018: 79). None of the respondents noted any difficulties in understanding the research instruments, however, the complaint received was that the

questionnaire was too long. Unfortunately, for the interest of the study, none of the questions were eliminated because they were all essential as they were adapted from the study objectives.

1.6.5 Data analysis

Bhat (2019: 1) expresses that data collection is the process of collecting, analysing, and interpreting the insight of data through observation, interviews, or self-administered questionnaires. After the researcher was permitted to conduct the study by a gatekeeper, a request for shift allocations was conveyed to the food and beverage manager of the establishment to allocate days and times for data collection. The Statistical Package for Social Sciences was later used to analyse and present descriptive and inferential statistics. Data was then presented in a form of graphs; tables and a statistical analysis was presented. Moreover, NVivo software was used to analyse both types of the qualitative data from which then themes were drawn, and patterns were analysed.

1.6.6 Ethics, anonymity and confidentiality

According to Wagner, Kawulich, and Garner (2012: 64), the code of ethics includes informed consent where participants agree to participate and a gatekeeper's letter of informed consent. For this study, the gatekeeper's letter was obtained prior to data collection. Furthermore, the consent letter for each respondent was attached to each questionnaire where they could sign to indicate that they agreed or disagreed to be part of the study.

It is the responsibility of the researcher to ensure that the respondent's information is treated with anonymity and confidentiality. Anonymity was adopted during the collection of data, where respondents solely answered the research questions anonymously to hide their identities (Wagner, Kawulich, and Garner 2012: 70). To ensure participants of their anonymity, a confidentiality clause was written at the end of the participants' consent letter and was signed by the participant and the researcher. Similarly, primary data provided by participants was not shared with anyone and all the completed questionnaires will be shredded five years after the completion of the study (Madhanga 2018:16).

1.7 Limitations and delimitations of the study

According to Pelliser (2008: 78), limitations are a weakness attributed to a particular research study. A limitation to this study is that the findings cannot be generalised to all hospitality establishments, except for the Belaire Suites Hotel food and beverage department. Moreover, the respondent's perception of the type of leadership used in the Belaire Suites Hotel organisation and its impact on productivity cannot be considered synonymous with the respondents of other organisations. The spatial setting of the investigation was delimited to the Belaire Suites Hotel from Durban, KwaZulu-Natal. The study focus was only between leadership and productivity variables of the food and beverage department of the selected study area.

1.8 Key concepts definition

To eliminate the misinterpretation of this research, the current section presents the definitions of key concepts that serve as a blueprint of the study. This will assist in making the study more meaningful for the reader. The key concept for the current study includes leadership, leadership styles, productivity, and measures of productivity. These concepts are briefly explained below:

1.8.1 Leadership

Chandra (2016: 132) elaborates that leadership is an activity or an ability of a leader to take control while influencing the behaviour of others towards a specific goal. The author further explains that leadership have some form of authority and it can include team leaders, supervisors, and management of the organisation. In addition, Veli *et al*. (2017: 1) discussed the concept of leadership as an interpersonal process through which a leader can influence subordinates towards the interest of a specific goal. The concept of leadership is investigated against productivity at the Belaire Suites Hotel food and beverage department. An explicit explanation and discussion of the variables is exhibited in chapter two of the investigation.

1.8.2 Leadership styles

Al-Ababneh (2013: 92), establishes that the concept of leadership style derives from the pattern of behaviour that leaders convey in a working environment. Leadership styles conveyed by leaders within their organisation forms one of the essential elements for the success of the hospitality establishment (Dominguez, Vieira and Agnihotri 2017: 638). The background and foundation of

each leadership style is adopted from leadership theories (Robertson 2020: 1). In the current study, the leadership of the Belaire Suites Hotel is evaluated through the styles that the leaders use in their daily operations. The intention is to investigate if there is any relationship between styles and productivity.

1.8.3 Productivity measures

Productivity is defined as the ratio between the input volume and the value of input (Vieira, and Agnihotri 2017: 641). It is measured by evaluating different types of measures an organisation uses to evaluate productivity. With the current investigation, the researcher's investigation focuses on sales, employee performance and customer satisfaction as the measures of productivity. Kamil (2021, pers. Comm. 10 December), the supervisor of the Belaire Suites Hotel confirmed the use of the aforementioned elements as the measures of production within the food and beverage department, hence the selection of these elements for the focus of the current investigation.

1.9 The organisation of dissertation

The organisation of this dissertation consists of six chapters. Each chapter commences with an introduction, followed by the discussion of each subtopic for the chapter concluding with a chapter summary that links the next chapter. The organisation of chapters is further exhibited below:

1.9.1 Chapter 1: Research Introduction and Background

Chapter one is the opening section for the investigation. It begins with the background of the study, introducing the main elements of the study namely, leadership and productivity. This chapter further introduces a problem statement and outlines the aim, objectives, and research questions. In addition, chapter one exhibits the background of the study and maintains the studies significance, a summary of the methodology, description research concepts is also outlined in this chapter.

1.9.2 Chapter 2: Literature Review of the Study

This chapter critically examines the existing knowledge about the variables of the study being investigated. The variables being expanded include the concept of leadership styles and productivity. The depths of discussion of the chapter explains the soft skills needed by a leader,

followed by the discussion of leadership styles. These concepts are elaborated in relation to the productivity of hospitality establishments where conclusions are drawn towards the productivity of the selected study area. Furthermore, this chapter also outlines the measures of productivity in relation to the leadership styles. Before the summary of the chapter is presented, gaps identified in literature are outlined in relation to the study objectives and a proposed integrated framework is exhibited.

1.9.3 Chapter 3: Research Methodology

The opening of this chapter introduces the elements of the research methods outlined in the entire section. This chapter examines the research method used in this study. Self-administered questionnaires & interviews were used as tools of research to identify subordinate suggestions & leadership's view on the tested variables. Motivation behind the selection of each method is provided. Study area, and data analysis procedures are examined. Discussing the validity and the reliability of the study, this chapter also outlines a summary of the pilot study and any changes made after that. This chapter then concludes with the ethical considerations, anonymity and confidentiality procedures adopted.

1.9.4. Chapter 4: Results- Analysis and Presentation of Data

Chapter four presents the primary data. In this chapter, each section is presented according to the study objectives as it appears on the research instrument. The analysis and presentation of the quantitative data is presented using graphs and tables where each element of the research questions is examined. Furthermore, the chapter uses statistical percentages (%) to detail the level of how each questionnaire element is perceived by the Belaire Suites Hotel food and beverage employees. The chapter ends with a summary that links the chapter with chapter five that follows. Moreover, the analysis of the qualitative data supporting the quantitative data was completed using thematic analysis by means of drawing themes and analysing patterns and trends within the data.

1.9.5 Chapter 5: Results- Managements Perception on Adopted Leadership Styles

Chapter five presents the qualitative analysis and presentation of data collected from managers, and supervisors of the food and beverage department of the chosen hotel. This data is presented descriptively analysing the responses of all five of the department's leaders. This data was analysed

by using thematic analysis by means of drawing themes and by analysing patterns and trends within the data.

1.9.5 Chapter 6: Data Discussion

This chapter begins with an introduction which outlines all sub-divisions discussed in the section. Furthermore, the chapter elaborates on the findings of section A of the questionnaire which aimed to examine the demographics of the participants. In addition, the chapter summarises the findings according to the study objectives and the research instrument. The first section summarises the findings according to objective one, the second section summarises the findings according to objective two. The third section summarises the findings according to objective three. Before the summary of the chapter is outlined, the validated integrated framework is presented.

1.9.6 Chapter 7: Summary, Conclusion and Recommendations

This section presents the novelty component of the study. It comprises of the recommendations that current research investigations can use to provide new insights on the topics being evaluated. Also, in this chapter, recommendations on a potential new leadership style named as the "wheelbarrow leadership style" of which can be used by the Belaire Suites Hotel as the immediate study area. Furthermore, the validated integrated framework is where the recommendations are drawn from. The summary in this chapter overviews the whole entire investigation. The chapter begins with an introduction where all the elements of this section are outlined. The conclusion and recommendations are outlined according to the study objectives to ensure that the study focus is not diverted from the problem being investigated. Future possible research is presented in this chapter, and each is drawn from the study recommendations.

1.10 Chapter Summary

This chapter began with the discussion of leadership styles and productivity within the food and beverage departments of hotels. An indication of whether there was any relationship between the variables in literature was examined. Although a lot of research on leadership styles has been previously conducted, the chapter elaborated that there is still less research conducted on the leadership and productivity relationship. For the selected study area, none of this research has ever been done before. This study sought to add onto the body of knowledge that examines different leadership styles, and any relationship that may exist between leadership styles and productivity.

This chapter outlined the background of the study and presented the problem statement, the aim, study objectives and the research questions. Furthermore, the chapter expanded on the significance of the study and laid out the synopsis of the research methodology. The next chapter presents the secondary data about the topic being investigated. Sections are presented according to the study objectives with each being defined according to the elements and dimensions adopted from research questions.

Chapter Two: Literature Review of the Study

2.1 Introduction

It is important to note that, there have been many studies published within the context of leadership. There are studies about the investigation of the relationship between leadership and other variables, such as employee satisfaction and performance, and sales of hospitality organisations. Amongst that, the current study examines the relationship between leadership styles and productivity measures used at the Belaire Suites Hotel which includes sales, customer satisfaction and employee performance. The discussion of productivity does not take place exclusively, instead, it is analysed in relation to leadership styles.

Chapter One introduced the main variables for the study, and outlined the problem statement, study background, research objectives. The current chapter expands on the existing knowledge for each of the topics in the investigation. The introductory section of this chapter defines leadership and leadership traits. In addition, the first section will evaluate the various leadership styles intending to find linkages for objective one. The section will further introduce the traits, attributes, and impact of various leadership styles on hospitality organisations. The second section will elucidate variables associated with objective two. In this section, the expansion of discussions about productivity will take place. To bring more meaning, measures of productivity including customer satisfaction, sales, and employee satisfaction will take place. Later, the relationship between leadership styles and productivity will be evaluated. This will help to evaluate the existing information about the aim of this study.

2.2 Concept of leadership

Lacerenza *et al.* (2017:3) and Bovsh, Hopkalo, and Komarnitskyi (2020: 1) express that leadership is the behaviour of an individual directing the activities of a group towards a shared goal. The same sentiments are shared by Chandra (2016: 132) by elaborating that leadership is an activity or an ability of a leader to take control while influencing the behaviour of others towards a specific goal. Veliu *et al.* (2017:1) discussed the concept of leadership as an interpersonal process through which a leader can influence subordinates towards the interest of a specific goal. Scholars generally use

the term influence to express the concept of leadership (Nwokorie and Onyeonoro 2014: 109). Radwan (2020: 170) recently shares the same sentiments and adds that leadership is the art of influencing individuals to become effective in conducting their tasks. The efficiency and effectiveness of subordinates relate to the possibility for a hospitality organisation to achieve its goals (Simbone and Tukamushaba 2020: 1). The views shared by these authors maintains that leaders are supportably influential and impactful within the organisation and towards their subordinates. Thus, contextualising the same impact application within the hospitality industry. However, Hamel (2018: 1) and Farred (2015: 1) shares different sentiments by exhibiting some negative aspects of leaders and leadership. The author expresses that, leaders do not influence all the time and do not influence everyone. The author maintains that sometimes leaders and subordinates do not see eye-to-eye due to clashes in personalities. In some instances, leaders become toxic and bully others by using their power to marginalise certain groups and show favouritism amongst employees (Harris, 2018: 1). Such leadership is not favourable for the hospitality industry because it contributes towards the poor performance of employees which then leads to failure in attaining organisational goals (Arici *et al*. 2019: 19).

2.3 Soft skills in the hotel industry

The hotel industry, like any other business sector, faces challenges such as continuously increasing competition, a declining economy, and shifts in customer preferences (Harbulakova 2018: 26). This challenge calls for many changes in a leader, many of these are soft skills (such as increasing technological skills and capacity), which can prove incredibly useful to the leader and organisation (Kansakar, Munir and Shabani 2019: 1). Challenges may require leaders to have technological skills to be able to at least attempt solving these issues. Grotte (2018: 15) and Estiri, Amiri, Khajeheian, and Rayej (2018: 1) explains that, although the current challenges exist, there is another alarming positive issue of growth when it comes to the hospitality and tourism industry, which requires capable leaders that have the skills to forecast on the future possible volume needs for the hospitality industry.

There is therefore a need for leaders that are skilled enough to be capable to solve the challenges explained. According to Ward (2018: 1), owners of properties and other hospitality organisations should hire skilled and capacitated leaders that will be versatile enough to overcome the current

and arising challenges. Furthermore, the author outlines that the necessary soft skills for leaders to be capacitated with include, team developer skills, coaching skills, problem-handling skills and influencer skills. Contextualising the same skills as a need for the hospitality establishments, Crowdford and Weber (2016: 19) discusses that these soft skills are essential for every leader to be effective in their duties. The soft skills are further discussed below:

2.3.1 Team developer skills

The team developer skill means having the ability to create trust and rapport with subordinates and ultimately creating a team working environment within the organisation (Crowdford and Weber 2016: 51). According to Okechukwe and Chigozi (2014: 106), there are capabilities necessary for leaders to be able to generate their team developer skills. Those capabilities include being able to appreciate a team, finding the right people, ability to track progress, celebrating victories, and appreciating the team (Peterheria 2021: 1). The ability of a leader to effectively enhance the team developer skill is essential for an organisation that is aspiring to produce effective, efficient, and maximum work results (Aldrin and Utama 2019: 25). Jawabreh *et al.* (2020: 652) state that teamwork helps subordinates to discover innovative and creative ideas through interaction. Moreover, the author expresses that teamwork is also essential for every hospitality establishment to avoid conflicts and increase work commitment. A transformational leadership style is mostly associated with this type of skill (Bouchard 2019: 3). In addition, Buil, Martines, and Matute (2019: 71) maintain that transformational leaders intend to try bringing subordinates together to create harmony and a good working environment. Both authors elaborate that transformational leaders need to lead a group of individuals that are focused on producing the desired goals for the organisation.

2.3.2 Coaching skills

Coaching is about inspiring a team, building their confidence, and teaching them about essential skills (Digirolamo and Tkach 2019: 1). The use of coaching to increase awareness about organisational goals has grown substantially and continues to evolve (Aldrin and Utama 2019: 26). Berg and Karlsen (2018: 1) and Payne (2017: 10) elaborate that the core competencies for coaching involve setting the foundation, co-creating the relationship, communicating effectively, and facilitating learning with subordinates. In addition, Place (2019: 1) expresses that asking the right questions, leading the team in the right direction, and keeping the team determined to achieve

specific goals are some of the abilities that constitute coaching skills. In the context of the hotel industry, Crawford and Weber (2016: 51) elaborate that coaching is an essential element of leadership that helps to develop staff members through training, evaluation of performance, and recognition of input. As such, the author explains that coaching can therefore be useful in decreasing the general staff turnover within the hotel sector. The leadership style that best exemplifies this skill is the charismatic leadership style (Walker and Reichard 2020: 8). The author further explains that coaching is the tool used by charismatic leaders to develop subordinates into effective individuals within the professional space and their personal space.

2.3.3 Problem handling skills

A problem handling skill is an ability to respond to situations using an appropriate manner of an existing problem in an organisation (Crowdford and Weber 2016: 51). To do so, leaders will need the following problem-solving proficiencies presented by Kerns (2016: 65).

Table 2.1: Problem- Solving Proficiencies (Kerns 2016: 65)

Problem-solving skills proficiencies	Description
Questioning and gathering information	Asking the right questions to key stakeholders, defining the problem/issue context/spheres of influence, skilfully questioning, and effective listening.
Transferring prioritising, and targeting	Transferring quality information to actionable knowledge, targeting the real problem, focusing on what is most important, focusing on what you can influence, establishing desired outcomes, and setting priorities.

Framing solutions, action planning, and timeframe setting	Formulating/ Framing solutions to solve problems/ issues, developing targeted action plans, setting realistic time frame(s) to make decisions, and executing plans of actions to achieve desired results.
Balancing resources	Identifying key challenges/ demands, identifying resources, and striving to balance demands with resources.
Increasing quality and agreement	Striving to increase certainty and clarity among key stakeholders and striving to increase the level of agreement among key stakeholders.
Aligning and engaging	Aligning key stakeholders with action plans, timeframes, and desired results, managing engagement among key stakeholders in executing action plans, and achieving desired results within expected time.
Evaluating, recognizing, and adopting.	Review results (process and outcome), savour success, confront and learn from setbacks, adapt/make changes to optimise desired outcomes

Source: Kerns (2016)

According to Zeo-Obipi and Jaja (2017: 94), the commitment of leaders in solving problems within the hotel sector is important. In the same context, Table 2.1 maintains that, whenever customers have a complaint or a requirement, problem-solving skills will play a huge role in whether that issue will be solved successfully or not (Softinn 2020). Furthermore, the author expresses that having the ability to solve issues as a hotel leader will assist with resolving issues whilst maintaining calm. The leadership style that best exemplifies this skill is participative (Chan 2019:

321). The author expresses that, participative leaders are involved in finding solutions that are prevalent within the working environment.

2.3.4 Creativity and influencer skills

According to Monterio and Cardoso de Sausa (2011: 171), creativity is regarded as a novelty that is accepted as satisfying by a significant group of others. The author further elaborates that the leader of a hotel sector must remain creative and influential to maintain the competitiveness of the establishment. Crowdford and Weber (2016: 51) elaborate that a leader that works with subordinates to influence creativity within the working environment achieves great results. In the same context, Andersen (2018: 1) expresses that hotel establishments need creative and influential leaders to create an environment where subordinates can contribute their imagination and insight Table 2.2 is a synopsis of proficiencies of creativity.

Table 2.2: Proficiency of Creativity (Ball 2014:1)

Proficiency	Description
Exploring	The creative leader discovers new opportunities. Leaders are given the tools to seek inspiration from multiple fields while listening to the trends and signals within their market.
Architecting	Leaders are guided toward envisioning big and finding tangible solutions that shape the organisation.
Conducting leverages on the collective power of the team	Leaders learn how to assemble and guide a team of talented creatives, and how to introduce a culture of sensing, visioning, prototyping, and scaling.
Directing	Drives breakthrough impact to scale. Creative leaders learn the skills to master resilience and their propensity to fortune, allowing them to turn risks and challenges into opportunities.

Source: Ball (2014:1)

In Table 2.2, it is maintained that leaders encourage the development of new opportunities where circumstances are concerned. Moreover, Table 2.2 emphasises that once a creative working environment is maintained, subordinates play an essential role in increasing productivity. In the same context, Hassi (2019: 1780) elaborates that leaders within the hospitality establishment must impact the climate for creativity every time a challenge is faced by the organisation. Anderson (2018: 1) maintains that all leaders can be creative or influential in their dimensions. However, Walker and Reichard (2020: 8) maintain that charismatic leaders are known to be more creative and influential towards their subordinates. Therefore, although both the points made by the authors are important to note, it is also essential to note that any leader can be creative. The essential point is understanding whether the creativity of a leader contributes anything towards the productivity of the hotel.

In this section, the authors have expressed the importance of soft skills within the hotel sector. Risks, where operations would take place without the presence of these skills, were identified. Ward (2020: 1) shares risks such as business failure and poor productivity as prevailing matters should leaders lead without soft skills. However, maintaining these skills will assist leaders to return competition and strive towards the success of the hotel (Monteiro and Cardoso de Sausa 2011: 171). The next section expands on leadership styles and their effect on productivity.

2.4 Leadership styles

Al-Ababneh (2013: 92), establishes that the concept of leadership style derives from the pattern of behaviour that leaders convey in a working environment. Tewari, Gujarathi, and Maduletty (2019: 115) emphasise that inappropriate leadership styles may pose several challenges for an organisation, while appropriate leadership styles may pave the way towards attaining organisational goals

Leadership styles conveyed by leaders within their organisation forms one of the essential elements for the success of the hospitality establishment (Dominguez, Vieira and Agnihotri 2017:638). In addition, it is expressed by the author that the influence of productivity and performance efforts is motivated by the type of leadership style adopted by a leader. In the same context, Smith (2015:

17) expand, by stating that effective leadership styles within the hotel sector are important tools impacting employees which in turn helps to achieve organisational goals. Mwesigwa (2018: 27) elaborates that employed effective leadership styles should enhance staff efficiency and the effectiveness of the hotel establishment. Furthermore, Radwan and Radwan (2020: 169) find significant links in the hotel sector between effective leadership styles and improved efficiency.

2.4.1 Contingency approach

The contingency approach leadership theory was outlined in Chapter One. It can be noted that Luenendonk (2020: 1) outlines the same context by explaining that the contingency theory focuses on the effect of the situation on the success of the leader. Similarly, Madhanga (2018: 25) asserts that contingency theories include autocratic, participative, and free-rein leadership styles, the discussion that follows will then examine the contingency approach leadership and its appropriateness within the hospitality sector. The leadership styles below will be contextualised within the productivity of a hotel, including the productivity of the food and beverage department.

2.4.1.1 Autocratic leadership style

According to Segun-Adeniran (2015: 1), autocratic leadership styles are practiced in organisations that require authority over subordinates. The author further expresses that this type of leadership style requires no input or feedback from the subordinates of an organisation. In addition, Madhanga (2018: 26) and Mwesigwa (2018: 26) explain that with an autocratic leadership style, employees are critically required to be supervised to get the job done. Moreover, Cherry (2019: 1) elaborates that the autocratic leadership style is characterised by individual control over all decisions and little input from other subordinate. Leaders who adopt such styles make choices that are based on their idea of judgment excluding the views of those they lead (Al-Ababneh 2013: 93).

Radwan and Radwan (2020: 170) elaborate that an autocratic leader makes the employee feel stressed and demotivated within the hotel sector, causing a huge wave of negative impacts on the productivity and success of the hotel. In the same context, Mwesigwa (2018: 26) adds that all the traits of an autocratic leadership style yield no positive results for a hospitality establishment. However, the author maintained that in some instances, especially during peak-up seasons, the autocratic leadership style may be more suitable for subordinates to yield positive results for the hotel. In addition, a study by Akanpaadgi, Valogo, and Akaligang (2014: 33) concluded that the

autocratic leadership style has a larger obstructive effect on the performance of employees within the hotel sector. The authors further expressed that such a leadership style is not suitable to use when intending to make a success of a hotel business.

2.4.1.2 Participative leadership style

Al-Ababneh (2013: 93) expresses that the participative leader shares the authority of decision-making and delegation with their employees. Chan (2019: 321) emphasises that there is a need for participative leadership because when leaders share power and authority with their subordinates, subordinates become motivated. To include subordinates, leaders may share duties with those they lead by involving them with preparations, decision-making, and implementation phases (Leimbasi, K'Aol, and Ouma, 2016: 5). It is consequently evident that a participative leadership style is to make subordinates feel valued and appreciated

Radwan and Radwan (2020: 169) maintain that these traits are essential within the business sector. Mwesigwa (2018: 25) however, observes that these leadership traits do not have any significant effect on the level of employee performance and do not translate to the success of the hotel business. In the same context, Basit, Sebastian, and Hassan (2017: 1) proceed with the same sentiments by elaborating that, to some degree, too much power of authority given to subordinates, may yield towards subordinates having poor commitment, which usually leads to poor productivity of a hospitality establishment. However, a study by Ukaidi (2016:1) perceived that hotel performance increases when the leaders are participative in their traits and attributes. In addition, Radwan and Radwan (2020: 170) find that participative leadership is one of the most useful styles in maintaining and increasing productivity in the hospitality industry. The authors further express that this is because employees perform more when they are allowed to make their own decisions. The influence towards different views from Mwesigwa (2018: 25) and Basit, Sebastian, and Hassan (2017: 1) may be motivated by the differences in situations being handled by leaders and uniqueness of their subordinates. Attesting to that, Harjanti and Todani (2019: 1) maintain that employees are different from one another and therefore respond differently towards different leadership styles.

2.4.1.3 Free-rein leadership style

According to Fareed (2015: 1), with the free-rein leadership style, there is no demonstration of leadership by an individual in charge to lead. However, the author emphasises that with a free-rein leadership style, performance standards are set while subordinates can work freely and be creative. In the same context, Sugun-Adeniran (2015: 5) elaborates that the free-rein leadership style is a form of leadership where there is no control directed to subordinates from their leader. Adding to this, Govender (2017: 23) disagrees by elaborating that with a free-rein leadership style there is a lot of freedom given to subordinates. Cherry (2019: 1) expresses that with the free-rein leadership style, leaders are mostly hands-off, which leads to a lack of productivity. Attesting to that, Mwesigwa (2018: 25) expresses that this type of leadership style does not have any major impact on the success of the hotel or service business. Adding to the same context, Radwan and Radwan (2020: 170) maintain that the traits and attributes of the free-rein leaders can cause a lot of chaos where every employee conducts themselves as they please.

Table 2.3: Contingency Approach Styles

Leadership style	Description	Distinguishable Feature	Productivity
Autocratic	Leadership style is practiced in organisations that give authority over subordinates	No input by subordinates	This leadership style yield good productivity in the hospitality establishment
Participative	Leaders share the authority of decision making with subordinates	Share duties with subordinates and intend to make subordinates feel valued and needed	This leadership style yields good productivity in the hospitality establishment.
Free-rein	No demonstration of leadership by leaders	Allow subordinates to work freely and use their creativity	This leadership style does not yield good productivity in the hospitality establishment.

Source: Researcher

Certain leadership traits that belong under the umbrella of the contingency approach leadership theory may affect the level of productivity within the hospitality establishment (Fernandez-Robin *et al.* 2019: 15). Table 2.3 presents that free-rein does not contribute towards good productivity. Table 2.3 also indicates that there is a contract between authors' views on whether these leadership styles affect productivity or not.

2.4.2 Path-goal leadership model

Yang and Lim (2016: 3) express that the path-goal model is based on expectancy motivation; it sees motivation as the cornerstone of performance and job satisfaction. In addition, a study by Osibiya (2015: 195), revealed that performance and satisfaction are made possible when a leader compensates for faults. Furthermore, a study by Chickozho, Mapira and Vengesai (2014: 147) concluded that the focus of the path-goal leadership theory is on encouraging through motivation to attain productivity. The section that follows will review the path-goal leadership model and influence on productivity in hotel establishments.

2.4.2.1 Directive leadership style

According to Yang and Lim (2016: 3), the directive leadership style gives guidance, rules, and procedures to subordinates on what is expected of them. The author emphasises that the directive leadership style is applicable when the subordinates are inexperienced, and the task is unstructured and complex. Rabia, Imran, and Shamoon (2017: 2) elaborate that the directive leadership style has a huge impact on subordinate performance because it motivates them to be dedicated to completing organisational tasks. Such traits help to improve organisational sales, job performance, and customer satisfaction (Chikozho, Mapira, and Vengesai 2014: 145).

In the same context, Solomon (2017: 12) maintain that the directive leadership style has a significant impact on driving the productivity of the hospitality establishment. However, Al-Ababneh (2013: 1) expresses that the traits and attributes of this leadership style leads to a lack of motivation, which then leads to poor productivity. In addition, Musyoka (2017: 18) elaborates that there is not much of a positive impact when the leaders of a hotel are directive, instead, this leadership style may lead to ineffective employees within the hotel sector when adopted by leaders. Lack of motivation and poor productivity are prevalent points mentioned by Al-Ababneh (2013: 1), while Musyoka (2017: 18) expands on ineffective employees. Both the authors' statements

conflict with the statement made by Chikozho, Mapira, and Vengesai (2014:145) with respect to productivity, motivation, and effectiveness of employees within the hotel sector. The outstanding reason is that directing can make employees lose interest in doing their jobs. It is therefore essential that hotel leaders, including those of the Belaire Suites Hotel, pay attention to the impact of this type of leadership style.

2.4.2.2 Supportive leadership style

A leader that creates a friendly environment is approachable (Yang and Lim 2016: 3). The authors add that supportive leaders focus on considering the needs and welfare of subordinates, especially when subordinates are not confident enough about a specific task. Such traits and attributes contribute positively to employee commitment and towards the productivity of the hotel (Al-Ababneh 2013: 1).

In addition, Nanjundeswaraswamy and Swamy (2014: 60) mention that this type of leadership style has a great impact on the success of a service sector, such as the hospitality industry. Moreover, Shin *et al*. (2016:143) elaborate that this leadership style works effectively in a stressful environment such as the hotel industry when employees are given support in doing their tasks. Ngunyen, Kuntz, and Naswall (2016: 10) document that the nature of supportive leaders motivates subordinates to become resilient and teaches them to solve issues themselves. Importantly in this regard is the alignment with the Berger *et al.* (2019: 11) inference that the hospitality industry demands employees that can solve issues themselves, other than always depending on their leaders. Edeh *et al.* (2019: 1) maintain that the appropriateness of a supportive leader's style is further underlined by the need for employee resilience in hospitality.

2.4.2.3 Participative leadership style

A participative leader consults with subordinates and includes them in the decision-making process (Yang and Lim 2016: 3). In addition, Belyh (2020: 2) emphasises that a participative leader is effective in improving teamwork, communication, and overall participation in achieving organisational goals and objectives. According to Chan's (2019: 1) study, participative leadership is positively related to employees' work engagement and job satisfaction.

According to Chebii (2013: 3), even within the service industry, such as the hotel sector, leaders that carry traits of a participative leader are needed to help subordinates with work and motivation

since the sector gets busy at times. In the same context, Bhatti *et al*. (2019: 12) adds that the participative leadership style produces good results. The author further explains that this leadership style is positively related to the productivity of the hotel establishment. However, Mate (2017: 1) comprehends that one of the elemental characteristics of participative leaders is the desire that all members of the team should weigh in on the situation at hand. The author specifies that integrating every member in decision-making may be time-consuming. In instances where the negativity of participative leadership style prevails, such as time consumption and wastage, the food and beverage establishment of a hotel may generate poor productivity within a set period (Hayat-Bhatti *et al.* 2019:11).

2.4.2.4 Achievement-oriented leadership style

According to Yang and Lim (2016: 4), achievement-oriented leaders set challenging goals and define standards. In addition, the author expresses that such leaders have the potential to clarify changing goals and paths in response to the past success of subordinates at achieving goals. Bhatti *et al*. (2019: 12) express that the achievement-oriented leadership style has a positive impact on the performance of employees within the hotel sector.

In addition, the author further elaborates that clearly defining set objectives and goals to subordinates within the hospitality sector helps them to meet set targets. Moreover, Musyoka (2017: 18) expresses that an achievement-oriented leadership style is favourable when a hotel is set to maintain and increase productivity because employees work better when they know set targets. The authors each express that the achievement-oriented leadership style yields positive results in hotels. However, Mwaisaka, K'Aol, and Ouma (2019: 45) document that leaders that are attributed with achievement-oriented leadership style often expect high standards of performance from their subordinates. The author expands that a high expectation by leaders contributes towards employee burnout, leading to high staff turnover. In the context of the hotel sector, burnout and consequent turnover of subordinates contributes negatively towards the productivity of a hospitality establishment, and the establishment no longer attracts well-skilled job candidates (Khuong and Khanh 2016: 143).

Table 2.4: Path-Goal Leadership Styles

Leadership styles	Description	Distinguishable feature	Productivity
Directive	Gives guidance, rules, and procedures to subordinates	Influences subordinate's performance and improve organisational performance	Improve productivity.
Supportive	Creates a friendly environment	Focuses on needs and welfare of subordinates	When performance is ignored, it leads to poor productivity.
Participative	Consults with subordinates and involve them in decision making	Improve teamwork performance and focus on achieving organisational goals	Participative leadership traits positively influence the productivity of a hospitality establishment
Achievement-oriented	Sets challenging goals and define standards	Excellent at clarifying changing goals	Achievement-oriented leadership yields positive results in terms of the productivity of a hospitality establishment. if subordinates are not overworked, if overworked, employees may lose interest and that may affect productivity.

Source: Researcher

Table 2.4 clarifies that all but one leadership style within the umbrella of path-goal leadership theory affects productivity positively. It can also be noted through arguments presented in 2.4.2.4 that authors share different views about the impact of the path-goal leadership theory. Mwaisaka, K'Aol, and Ouma (2019: 45) accordingly observed that some leadership traits within the path-goal leadership theory contribute negatively towards the productivity of a hospitality establishment. The authors further maintain that leaders should then be mindful of leadership traits that do not drive an organisation towards its set goals.

2.4.3 Situational leadership model

Chaudhry and Javed (2012: 259) identified that the situational leadership model focuses on the maturity level of subordinates as an important conditional variable to identify a suitable leadership style. The basic approach of the situational leadership model is that different situations require different kinds of leadership to get the best possible solution (Schweikle, 2014: 5). Raza and Sikindar (2018: 1) warn that with situational leadership models, leaders should not apply a one-size-fits-all leadership model with all their employees unless they lead subordinates that are a group of clones. However, leaders choose from telling, selling, participative, and delegating leadership styles that fall under situational leadership models depending on the work settings of an organisation (Perna 2016: 2). These leadership styles are applicable in cases where subordinates know or do not know their tasks, and where subordinates are willing or not willing to do their work (Ridwan, Purwandari, and Syah 2021: 84).

The author further elaborates that, when leaders understand their employees within the hotel sector, application of this leadership style may yield positive results in terms of productivity. In addition, Perna (2016: 140) expresses that this model of leadership has a lot of impact in influencing employee performance within the hotel sector. Furthermore, the author expresses that the application of this model reflects well on the productivity of a hotel. Perna (2016: 2) maintains that it is essential for leaders to note that focusing on building relationships comes around as a short-term goal. The author maintains that leaders within the hospitality industry need to be mindful that they do not shift too much from focusing on the main goals of the organisation while focusing on building relationships because that may hinder the actual success of the organisation. The sections that follow will discuss the four leadership styles under situational leadership models.

2.4.3.1 Telling

According to Raza and Sikindar (2018: 1), telling is a type of leadership style that is defined by high directive behaviour and low support behaviour, in a way that a leader that adopts this type of style usually gives specific guidance and closely supervises subordinates. In addition, Schweikle (2014: 11) explains that telling involves setting clear objectives and rules for your subordinates, ensuring the understanding of expectations and directions. The author further elaborates that such a leadership style is advisable when subordinates are unskilled or inexperienced at a complex task. Sharing the perspective is Klein, Wallies, Cooke (2013: 3), by suggesting that telling should be

implemented at a time where subordinates lack motivation and dedication for doing their work. Failure to apply this leadership style in a suitable case may lead to a lack of productivity and employee performance within the hotel establishment (Ridwan, Purwandari, and Syah 2021: 84). Moreover, Mansour and Elziny (2020: 144) express that, leaders within the hotel sector need to apply directive leadership when the situation allows them to yield positive results.

2.4.3.2 Selling

Jiang and Probst (2016:2) explain that selling is an operative leadership style that is both high risk and high relationship oriented. Those characterised as selling leaders provide directions while being open to subordinates' opinions, with Chweikle (2014: 12) adding that such leaders unlock a subordinate's potential through collaborating to maximise their performance. Raza and Sikindar (2018: 1) correspondingly express that a selling leader is defined by high directive behaviour and high supportive behaviour, comparable with that of a coach and not a dictator. According to Perna (2016: 141), there are times where the employees are willing to do their tasks, but they do not know how to go about doing them; leaders in hotel establishments need to then help subordinates where they lack. By doing so, the subordinate's performance will increase and influence the improved productivity of the hotel (Mansour and Elziny 2020: 144).

2.4.3.3 Participating

According to Raza, and Sikindar (2018: 1), the participative leadership style characterised in 2.4.2.3 is defined by low directive behaviour and high supportive behaviour where a leader becomes a facilitator sharing knowledge and allowing subordinates to participate in the decision-making process. A participative leader gives instructions initially, but along the process works with subordinates (Schweikle 2014: 13). Perna (2016: 1) expresses that due to the labour intensiveness of the hospitality industry, employees require support from their leaders. The author further maintains that failure to support employees as a leader may lead to poor performance and low productivity in a hotel establishment. Martin, Nyasha, and Edson (2014: 146) warn that a lack of time may make it impossible to be in all sections of the hotel to support employees - nonetheless, leaders should make time available to give their support to employees in the daily operations of their organisations; thereafter employees may better perform as expected and increase productivity. Attesting to that is the study conducted by Ridlwan, Purwandari, and Syah (2021:

81), by maintaining that participating leaders are often more effective in ensuring that the hotel establishment is productive and meets its set goals.

2.4.3.4 Delegation

Delegation leadership style is defined by low directive behaviour and low supportive behaviour were a leader delegates with trust by using minimum guidance because the subordinate is highly competent (Martin, Nyasha, and Edson, 2020: 1). The leader transfers decision-making power to one or more employees but remains responsible for their decisions (Schweikle, 2014: 14). Moreover, the author adds that all the leader does is delegate an assignment to subordinates whilst giving the least amount of work, allowing room for subordinates to grow. The author maintains that the effectiveness of delegating depends on the maturity of employees. In the same context, Bothma (2015: 39) suggests that this type of leadership style can be used to lead mature subordinates that are dedicated to doing their jobs. Failure of leaders to apply this type of leadership style in a suitable case within a hospitality establishment may lead to poor performance of employees (Ridwan, Purwandari, and Syah 2021: 83). Perna (2016: 141) suggests that leaders in hotels should firstly understand whether their employees are willing to do their jobs and know what needs to be done before using minimum guidance and transferring power of decision making to them.

Table 2.5: Situational leadership Styles

Leadership styles	Description	Distinguishable feature	Productivity
Telling	High directive behaviour and low supportive behaviour	Closely supervise subordinates and pushes for dedication	For telling leadership style to be effective, leaders need to know when to apply it. Failure to do so may lead to poor productivity.
Selling	High directive behaviour and high	Collaborate with subordinates to complete tasks and	Selling becomes effective in the hospitality establishment when leaders assist subordinates where they lack.

	supportive behaviour	compromise between supporting and directing	Failure to assist may contribute to poor productivity
Participating	Low directive behaviour and high supportive behaviour	A leader becomes a facilitator while allowing subordinates to participate in decision making	Participating leadership style is known to be effective in increasing productivity within hospitality establishments.
Delegating	Low directive behaviour and low supportive behaviour	Transfer's decision-making power to subordinates.	Delegating becomes effective when it is used in cases where employees are dedicated and understand their jobs. Giving power to decision-making and creativity to subordinates that still need direction may negatively impact productivity in a hospitality establishment.

Source: Researcher

Table 2.5 maintains that the path-goal leadership theory remains a leadership theory suitable for situation-based effectiveness. In addition, Table 2.5 presents that failure by leaders to understand that the situation at hand may lead to the application of an inappropriate leadership style for a particular situation. Attesting to that, Perna (2016: 4) maintains that this type of leadership theory requires leaders to have the ability to study the situation at hand to select and apply a suitable style.

2.4.4 Managerial grid

Slam and Jee (2019: 159) express that the Blake and Mouton managerial grid has two behavioural dimensions namely, concern for people and concern for production. The managerial grid explains that leadership can be acknowledged based on a manager's concerns for their subordinates and targeted production (Bhasin, 2020:1). In addition, applying a managerial grid result in five main leadership styles depending on a high or low score on two dimensions namely production and subordinates. The subsection that follows will review the work of Zeidan (2009: 2) that constitutes examines the Blake and Mouton managerial grid.

2.4.4.1 Impoverished leader

According to Islam and Jee (2019:160), the impoverished leader shows less concern for both people and production. Such leaders are highly ineffective because they have no interest in creating systems that contribute to good production and employee satisfaction (Gehrels 2013: 71). Socchi, Roth, and Verma (2019: 1339) maintain that leaders that have no concern for their employees and productivity within the hotel sector are ineffective. The authors further explain that the intensity of the hospitality industry requires leaders to be visible and active in making sure that service delivery takes place smoothly. Therefore, the action of giving minimal effort whilst looking out for ways to avoid blame for errors caused by employees does not effectively assist in the productivity of an establishment (Bhasin 2020: 1). Instead, these factors cause subordinates to become disengaged and contribute towards poor production (Ejere and Abisilim, 2013: 31).

2.4.4.2 Authority compliance leader

Islam and Jee (2019: 160) mention that the authority compliance leader is task-oriented and has low concern for people. In the same context, Bhasin (2020: 1) expresses that authority compliance leaders show low concern for subordinates and a high focus for production. In this regard, the subordinates are commanded and detected. An authority compliance leader's consideration is focused on completing tasks at any cost while not making a priority of the needs of subordinates (Osibiya, 2015: 202). Radwan and Radwan (2020: 170) maintain that such traits of leadership can cause stress for the hotel employees. Employees work with customers that sometimes complain, the least that hospitality leaders can do is to show support so that they remain stress-less (Sochi, Roth,Verma 2019: 1339). Initiating authority over subordinates without an element of support leads to a negative impact on employee performance within the hospitality establishment (Mwesigwa, 2018: 26). Both autocratic and authority-compliant leaders base their style on detecting through the integration of authority. As noted previously, such leaders make the employees feel stressed and affect their work performance within a hospitality establishment.

2.4.4.3 Country club leader

The country club leaders show more concern for subordinates than the production (Osibiya, 2015: 203). In the same context, Islam and Jee (2019: 160) share that the leadership of a country club leader is apprehensive regarding the feelings and needs of subordinates. Such leaders focus on

creating a safe, healthy, comfortable working environment for the team members by making sure that they minimise conflicts amongst co-workers (Bhasin, 2020: 1). Such traits and attributes lead to leaders contributing less focus on performance. Meaning that, subordinates may be happy but doe not necessarily equate to good performance. Erica (2019: 1) elaborates that failure to show concern for subordinates may create a toxic working environment for a hospitality establishment. Kearney (2020: 1) maintains that, although leaders should show concern for subordinates, it remains essential to be concerned about the productivity of the hospitality establishment. The author elaborates that when leaders in hotels show less concern for productivity and meeting organisational goals, such may distort the focus of subordinates. It is therefore important that leaders show concern for both subordinates and the performance of the hospitality establishment.

2.4.4.4 Middle of the road leader

According to Islam and Jee (2019: 160), middle-of-the-road leaders show attention to both subordinates and production. In the working environment, leaders enjoy relaxing and sharing conversations with subordinates (Osibiya, 2015: 204). Such leaders adjust and compromise to achieve desirable goals and acceptable performance (Bhasin, 2020: 1). The author further expresses that a middle of the road leader is considered less effective because such leaders end up compromising between production and subordinates. Socchi, Roth, and Verma (2019: 1340) elaborate that one of the most essential elements in hospitality establishments is to show concern for both employees and productivity. In the same context, Payton, and Bao (2020:1) explain that when leaders take care of their subordinates and define well the set goals and objectives, the subordinates will take care of their customers and run with the set goals and objectives.

2.4.4.5 Team leader

Team leaders have a concern for both subordinates and production (Islam and Jee, 2019: 160). The author also maintains that team leaders always try to create a sound work environment considering the respect, feelings, and emotions of employees. To do so, team leaders allow their subordinates full participation in the decision-making process (Bhasin, 2020: 1). The harmony maintained by team leaders between organisations and subordinates (Osibiya, 2015:1 99) leads to these team leaders being the most effective in working environments. Radwan and Radwan (2020: 169) maintain that when leaders are involved throughout the process, employees of a hospitality establishment find it easy to perform their tasks. In addition, Andersen (2020: 1) elaborates that

team leaders are more effective within the hospitality industry when they understand the pressure that subordinates face when rendering service to customers. The author further explains that this leadership style allows team leaders to make it easy for hospitality establishment employees to refer to procedures used to complete certain tasks from their leaders.

Table 2.6: Managerial Grid Styles

Leadership styles	Description	Distinguishable feature	Productivity
Impoverished leader	Shows less concern for both people and production	Highly ineffective leaders who usually spend their time away from subordinates and production processes	Impoverished leaders tend to cause disengagement of employees, which then leads to poor productivity
Authority compliance leader	Task-oriented and has less concern for people	Has no interest to prioritise the needs of subordinates	Authority compliance leader leads to poor performance as it causes stress for the hospitality establishment, leading to a negative impact on productivity
Country club leader	More concern for subordinates than production	Always try to minimise conflicts amongst workers	With country club leaders, there is less influence on performance, meaning that this type of leadership style has a great chance of negatively impacting the productivity of a hospitality establishment
Middle of the road leader	Concern for both subordinates and production	Relaxed leaders who share conversations with subordinates	Middle of the road leaders can help hospitality establishments to meet targeted productivity given that there is a balance between concern for people and concern for productivity.
Team leader	Concern for both subordinates and production	Maintains a good working environment and harmony amongst subordinates	Team leaders are more effective in helping the hospitality establishment to meet its target productivity

Source: Researcher

Table 2.6 maintains that three leadership styles within the managerial grid leadership theory affect productivity negatively, whilst two leadership styles affect productivity positively. It can be noted that leadership styles that show less concern for people and less concern for productivity are perceived as disrupters of productivity within the hospitality industry (Slam and Jee 2019: 159). Furthermore, when concern is shown to both productivity and employees, there becomes a balance between good productivity and employee performance; hence the middle of the road and team leaders are regarded as effective within the hospitality industry (Radwan and Radwan 2020: 170).

2.4.5 New leadership perspective

Consistent with 2.4.4, the new leadership perspective has been developed to positively impact employee performance and productivity. Haire (2020: 1) identifies that the new leadership perspective includes charismatic and transformational leadership styles. Therefore, the sub-section that follows will accordingly review the charismatic and transactional leadership styles and their impact on employee performance and productivity within the hospitality industry.

2.4.5.1 Charismatic leadership style

Haire (2017: 1) maintains that the concept of the new leadership theory focuses on subordinates having more of a voice towards problem-solving within the organisation. It is therefore more fitting that the charismatic leadership style falls under this defined new leadership theory. According to Joshi (2017: 149) charismatic leaders are defined as individuals that display an exuberant attitude and enthusiasm intending to make subordinates problem solvers.

Charismatic refers to the ability of team leaders to stand out among the crowd and make subordinates believe in them (Khuong and Khanh, 2016: 141). Joshi (2017: 151) maintains that charismatic leaders sometimes tend to drive their vision, resulting in a shift away from the focus of organisational goals and objectives. However, Walker and Reichard (2020: 8) elaborate that, charismatic leaders are extremely expressive, and they usually have an extraordinary aptitude in motivating subordinates within the hospitality industry. In addition, Kefgen and Houran (2018: 1) maintain that most effective leaders within the hospitality industry utilise charismatic traits to influence their subordinates to stick with the organisational set goals and objectives. Moreover, Tuan's (2019: 700) study concludes that a charismatic leadership style has a positive impact on

subordinates' commitment and productivity within the hospitality industry. Hence, Leunondok's (2020: 1) conclusion that charismatic leaders are considered grateful and virtuous relying on three components of Weber's theory, namely, psychological, social, and relational dimensions will be reviewed in the subsections to follow.

2.4.5.1.1 Psychological dimension

According to (Luenendonk, 2020: 1), the psychological dimension refers to the inner qualities of the leader. In the same context, Epley (2015: 8) elaborates that the psychological dimension refers to the internal and natural qualities attributed to an individual leader. The author further discusses that with psychological dimension, charisma is defined as a certain quality of an individual's personality by which a leader is considered extraordinary and as a "superman" with exceptional qualities. Frost (2021: 1) maintains that such leaders can drive an organisation towards productivity given that they are successful in executing their inner and natural qualities.

2.4.5.1.2 Relational dimension

The description of relational dimension states that charisma is the effectual relationship between leaders and subordinates (Epley 2015: 8). In addition, Luenendonk (2020: 1) maintains that relational leaders focus on developing the historical product based on the interaction between subordinates and the situation at hand. However, Vriend *et al*. (2020: 1) maintain that leaders that show more relational traits can show favouritism towards certain subordinates. The author further expresses that such behaviour may cause conflict amongst the service industry subordinates and lead to poor productivity.

2.4.5.1.3 Social aspect

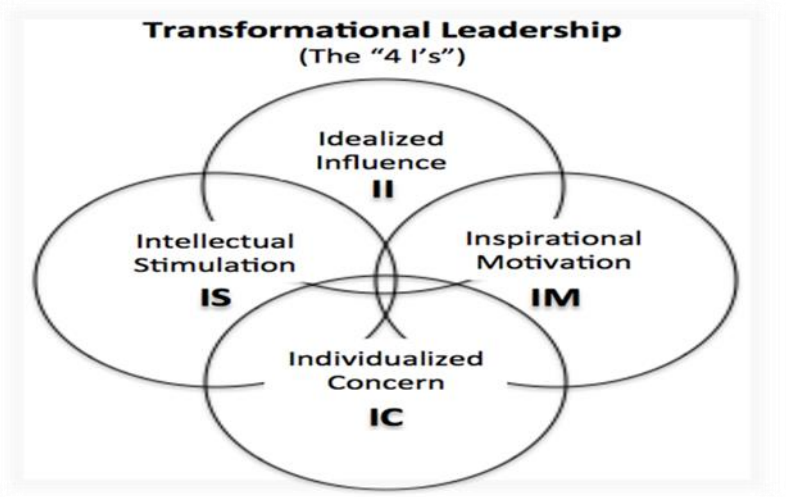
According to Epley (2015: 9), the social aspect of charismatic leadership refers to possible external factors that contribute to an individual rising to a position of authority and power. In this aspect, Weber suggests that charismatic leadership might not stem purely out of one's inner being, but also from the cultural influence of society, family, and education (Luenendonk 2020: 1). Frost (2021: 1) and Alkhajeh (2018: 8) explain that hospitality organisations that aim to use charismatic leadership style as a tool for productivity should prioritise training individuals that are not born as this type of leader. Kefgen and Houran (2018: 2) establish that failure to train future leaders for any hospitality establishment can be categorised as a forecast for failure in attaining desired

productivity. Meaning that charismatic leaders within the hospitality establishment should prioritise training employees on leadership to prepare them for becoming future leaders. That will also aspire to maintain and improve levels of productivity within the hotel.

2.4.5.2 Transformational leadership style

According to Bouchard (2019: 3), the transformational leadership style is stimulation and elevation that has outreaching effects which transform followers into ethical leaders by teaching them about suitable strategies on how to recognise organisational complexities. In the same context, Kabeyi (2018: 192) and Abdussamad, Akib, and Paramata (2015: 1) adds that transformational leaders pay attention to the development of subordinates' needs. The author further expresses that, transformational leaders always seek to change those they lead by representing sustainable and self-replicating leadership. Ryan (2016: 1) and Putra and Dewi (2019: 121) maintain that the hospitality industry business is rapidly changing and continuously faces uncertainty, transformational leadership style remains paramount to driving it towards success and greater productivity Attesting to that, Khalili (2016: 51) and Buil, Martinez, and Matute (2019: 1) elaborates that, this leadership style can be a tool of use towards ensuring the productivity of a hospitality establishment. Moreover, Sandstrom and Reynolds (2020: 2) explain that having transformational leaders within a hospitality establishment plays a vital role in increasing work performance. However, Buil, Martines, and Matute (2019: 71) express that, although transformational leadership is regarded as a suitable tool for change, the same leadership remains somehow counterintuitive because leaders must be able to see a context for change or create one instead of always responding to the need. Transformational leadership style may have its lows; however, it remains prevalent in influencing subordinates to meet the expectations of a hotel (Burgess 2016: 99). Such leaders are classified as idealised influencers, inspirational motivators, intellectual stimulators, and individualised consideration leaders as presented in figure 2.1.

Figure 2.1: The 4 IS (Burgess 2016: 99)



2.4.5.2.1 Idealised influence

According to Burgess (2016: 99), and Ntlhanngoe, and Chipunza (2021: 1), this dimension includes ethical and moral conduct while considering the needs of subordinates. Such attributes contribute towards subordinates being motivated to be more like their leaders because of the established trust between them, which in turn helps to improve the productivity of the hotel. Within the hospitality establishment, an idealised influence leadership trait may be applied when subordinates highly admire, respect, and truly trust the leader for it to impact organisational performance and productivity (Garg and Muchie 2017: 3). Leaders of the Belaire Suites Hotel when intending to impact the employee performance, behaviour, and organisational productivity may venture into using idealised influence traits. An ethical behaviour, considering subordinates' values and the goals of an organisation may be the greatest tool towards achieving productivity.

2.4.5.2.2 Inspirational motivation

Leaders challenge employees by giving them meaningful and challenging tasks while mapping out their expectations (Garg and Muchie 2017: 3). Burgess (2016: 99), and Konsyse staff (2019: 1) adds that inspiration oriented leaders display enthusiasm and optimism, and they encourage followers to envision attractive future states. Such a leadership style is useful when the hotel is facing crises and the leader aims to inspire subordinates to work hard and find solutions to

prevailing circumstances (Dlamini, Garg, and Muchie 2017: 4). In addition, Choi *et al.* (2014: 118) and Gaile (2018: 1) state that providing room for creativity in approaching problems and challenges should be of priority by leaders aiming to improve productivity. Meaning that, when aiming to eradicate challenges that are stopping an organisation to meet its set targets of productivity, the Belaire Suites Hotel leaders can opt to become inspirational leaders through motivation.

2.4.5.2.3 Intellectual stimulation

Leaders motivate subordinates to be creative with problem-solving and find innovative ways to solve challenges (Garg and Muchie 2017: 3). The procedures leaders use to encourage subordinates' creativity includes questioning assumptions, refraining from problems, and developing problem-solving approaches. Dlamini, Garg, and Muchie (2017:5) maintain that intellectual stimulation traits can be used when the hotel subordinates lack the creativity to help positively impact productivity. The author further explains that using such traits will help to inspire subordinates to find unique ways in solving organisational challenges which in turn impact the organisation's performance.

2.4.5.2.4 Individualised consideration

The leader attends to every subordinate's individual needs and capabilities while encouraging trust, loyalty, and respect (Burgess 2016: 99). Garg and Muchie (2017:3) add that with the individualised consideration element, new learning opportunities are fostered along with a supportive climate in which to grow. Dlamini, Garg, and Muchie (2017:5) express that the individualised consideration trait is useful in impacting the hotel's productivity when leaders aim to inspire subordinates with self-development needs. The authors further explain that such doing helps to build subordinate confidence and improve their organisational performance. Attesting to that, Chemers (2014: 199), Hoxha (2019: 1), and Hughes (2018: 1) elaborates that the ability of transactional leaders to provide individualised considerations traits helps to build subordinate confidence towards the hotel's goals. Meaning that, when subordinates are confident about their tasks, they become impactful towards the organisation's set goals.

Table 2.7: Transformational Leadership style Classification

Transformational classification	Description	Distinguishable feature	Application in hospitality
Idealised influence	Includes ethical and moral conduct while considering subordinates' needs.	Establish trust with subordinates	Applicable in hospitality when subordinates admire and respect their leaders.
Inspirational motivation	The leader challenges employees by giving them meaningful and challenging tasks	Display enthusiasm and optimism to encourage subordinates	Useful when the hospitality establishment is facing crises, and the leader aims to inspire subordinates to find solutions
Intellectual stimulation	Motivates subordinates to be creative with problem-solving	Stimulates subordinate's creativity	Useful when the subordinates of the hospitality establishment lack creativity
Individualised consideration	Attends to every subordinate's individual needs and capabilities	New learning opportunities are presented.	Useful when leaders in hospitality establishments aim to inspire subordinates with self-development needs.

Source: Researcher

Table 2.7 maintains that the focus of transactional leaders is on developing their followers and considering their needs. In addition, Table 2.7 proposes that this type of leadership can be very useful within a hospitality establishment. Attesting to that, Al Khajeh (2018: 3) implies that transformational leadership style traits can positively impact productivity within the hospitality establishment.

Table 2.8: Summary of Charismatic & Transformational Styles

Leadership style	Description	Distinguishable feature	Productivity
Charismatic	Means the ability to stand out among a crowd of subordinates and make them follow you as a leader	Motivates subordinates	Charismatic leaders mostly have a positive impact on the hospitality establishment's productivity
Transformational	Stimulation and elevation that has an outreaching effect that transforms subordinates into ethical individuals	Pay attention to subordinate's development needs	Transformational leaders have a positive impact on the productivity of hospitality establishments.

Source: Researcher

Table 2.8 maintains that the leadership styles under the umbrella of the new leadership perspective have a positive impact on the productivity of a hospitality establishment. Khadijah (2018: 5) state that the new leadership perspective styles have a positive impact on the productivity of a hospitality establishment.

2.4.6 Transactional leadership style

The transactional leadership style, also known as managerial leadership, has its primary focus on supervising, organising, and assessing performance (Volhein 2020: 1). Leaders with such traits expect subordinates to be compliant and ensure this by way of rewards and punishments (Bouchard 2019: 3). Some leaders (at some point) may show concern for subordinates; however, the prevalent focus is on productivity (Dartey-Baah and Addo 2018: 550). The author further maintains that the usual strategy used by transactional leaders to ensure hotel success is indeed the use of rewards for performance and focus on employee needs. Furthermore, Khadijah (2018: 5) maintains that the way of rewards plays a huge role in increasing sales through the introduced favourable changes

and built values of a hotel. However, Kabeyi (2018: 191) explains that the giving of rewards may perpetuate internal conflict within subordinates or an organisation. In the same context, Asiimwe, Kavoo-Linge, and Sikalieh (2016:78) elaborate that sometimes the use of rewards may be influenced by favouritism, not performance. The authors further explain that when the use of reward is misused, the performance of subordinates becomes poor. In addition, Udayanga (2020: 299) expresses that transactional leadership is not reflected in organisational productivity. Meaning that poor or good productivity within the food and beverage department of the hotel may be influenced by other variables except for leadership. However, a study conducted by Sung *et al.* (2019:40) concludes that there is a direct relationship between transactional leadership style and productivity of a food and beverage department of a hotel. The authors further maintain that showing interest in the needs and rewards of employees can have a positive impact on a hotel's productivity.

2.5 Leading for productivity.

According to Tewari, Gujarathi, and Moduletty (2019: 115), an appropriate leadership style ensures that an organisation is productive by meeting goals and objectives. In the same context, Alghazo and Al-Anazi (2016: 37) emphasise that leaders play an essential role in creating a working environment where employees work hard to meet the set productivity levels. Bawany (2016: 1) and Amofa, Okronipa, and Boateng (2016: 1) elaborates that highly productive companies, often have leadership in their organisations that influences the rise in productivity. Uzunsaf and Zihni (2018: 1) emphasise that the service industry tends to be labour-intensive with a diversified workforce and has an increasingly changing environment, and therefore require leaders to help ensure subordinates perform well in doing their tasks.

The authors above all maintain that leaders have a role to play in impacting the productivity of an organisation. Attesting to that, Lee *et al.* (2017: 39) and Mhlanga (2018: 1) affirm that leadership undeniably affects the productivity of a hospitality establishment. Joun and Kim (2020: 5), and Anser, Yousaf, Usman, and Yousaf (2020: 1) express that, elements such as sales, employee performance, and customer satisfaction can be used to identify whether an organisation is working towards its goal of productivity. In the same context, Domingllles, Vieira, and Agnihotri (2017: 641) explain that the food and beverage department's productivity can be measured by evaluating employee performance, sales, and customer satisfaction. To identify an existing knowledge of the

relationship between leadership and productivity, the following subsections will evaluate the relationship between leadership and the measures of productivity mentioned above.

2.5.1 Leading for customer satisfaction.

Chambers (2020: 1) suggests that customer satisfaction is a business philosophy that is created by forecasting customer value, managing their expectations, and demonstrating the ability and responsibility to satisfy their needs. To satisfy customers, Bi *et al.* (2020:1) express that the evaluation of customer complaints together with customer complimentary satisfaction is important. Moreover, Rew, Jung, and Lovett (2020: 5) elaborate that there is a strong relationship between customer satisfaction and the productivity of an organisation. In the same context, Sao *et al.* (2017: 581) mention that customer satisfaction contributes towards achieving organisational goals such as productivity, which remains a great need for the hotel sector and is the main theme of the current study. Zeiphan (2018: 3) attests to that by explaining that a hotel's key element to ensure success is customer satisfaction. Therefore, hospitality leaders have a significant role in customer satisfaction, which is to create systems that will push the drive of their clientele (Baquero *et al*. 2020: 337). The authors further elaborate that, leaders are the ones that introduce systems for hospitality subordinates to use to serve customers, hence the association of leaders with customer satisfaction. Dabab, Anderson and Bakry (2019: 1) maintains that leaders do not have a direct impact on customer satisfaction. The author further elaborates that, subordinates are the only ones that have a direct impact on customer satisfaction. The prevalent context brought up by the authors above is that leaders do impact customer satisfaction. This is essential for hospitality leaders to pay attention to, especially the Belaire Suites Hotel leaders where the current study was conducted.

2.5.1.1 Detriments of customer satisfaction

Zeiphan (2018: 3) advances that the value of a service or product quality, focusing on customers' emotions and delivering on satisfiers, dissatisfies and hybrid factors:

2.5.1.1.1 Value of service or product quality to customers

According to Njei (2018: 3), the value of a service or product quality is an essential attribute towards customer satisfaction, where the higher the quality, the more satisfied customers become. Furthermore, Djumarno and Djamaluddin (2018: 3) found in their study that an increase in product and service quality contributes towards customer satisfaction. Wirtz and Zeithaml (2018: 70)

suggest that within the service industry, such as hospitality, leaders are the ones that should initiate service excellence and ensure that the product or service that is sold is of quality. The author further elaborates that, leaders whose focus is on satisfying customer service by ensuring service excellence and quality can meet set targets of productivity. Such leaders are usually classified as participatory, middle of the road, and team leaders (Gaasterland 2018: 1). Tuan (2019: 67) and Rew, Jung and Lovett (2020: 1) maintains that the leaders within the hotel establishment are the ones that evaluate performance through the systems they created. Furthermore, the author elaborates that the created systems then enhance subordinates' abilities to deliver a satisfying and quality service to customers.

2.5.1.1.2 Customers emotions

The capability of a food and beverage department to ensure that they understand customer frustrations and being able to provide to customers with services that ease those frustrations can contribute towards customer satisfaction (Zeiphan, 2018: 3). Moreover, Nattress (2015: 1) elaborates that some researchers have previously specified the significant effects of attributes associated with customer feelings, including giving compliments, rendering social rewards, and personified services to customers. Radwan and Radwan (2020: 67) and Andersen (2020: 1) state that leaders known as participatory leaders and team leaders are more likely to be considerate of customer emotions. Que (2019: 53) explains that although these leaders can give rewards to their customers as a form of being considerate of their emotions, it may be useless if they create systems of service that lead to service delays and an uncomfortable environment for their customers. The author further expresses that service delays and uncomfortable environments may lead to customer aggression.

2.5.1.1.3 Dissatisfiers

According to Nagaraju (2020: 1), a dissatisfier is a factor in which on its own does not make a customer happy, but its absence surely impacts the customer's view of the product or service. Customers perceive these factors as essential and basic but do not affect the overall satisfaction (Lee, Back, and Chan 2015: 750). The author further maintains that such attributes include cleanliness, food temperature, and safety. In the context of hospitality, Que (2019: 80) explains that a leader must ensure that subordinates present all expected factors by customers. In addition, Kim and Bachman (2019: 201) elaborate that although this essential factor does not affect the

overall satisfaction of customers, leaders within the hospitality industry should ensure they are still delivered as expected. Although the author expresses that all leaders can ensure that dissatisfiers are presented, Islam and Jee (2019: 160) and Mwesigwa (2019:25) exhibit an idea that middle of the road and authority compliance leaders have the potential to make provision of dissatisfiers within the organisation. Indeed, any hospitality organisation that has an objective to service its clientele exceptionally, should learn towards the provision of these factors as suggested by the authors above.

2.5.1.1.4 Satisfiers (excitement factors)

Excitement factors increase customer satisfaction if available, however, they do not lead to customer dissatisfaction even if they are not offered (Back and Lee 2015: 700). It can be noted in table 2.9, that satisfiers represent factors that give customers a pleasant surprise with a higher level of performance that is expected in the areas that have to do with customers' emotions with regards to performance quality (Kim, Kim, and Heo 2016: 7). It is essential to note that satisfiers are not always the reverse of dissatisfiers, however, they elicit satisfaction when they are given to a customer (Bianchi 2013: 398). Within the hospitality industry, the systems that leaders create should enhance subordinates' ability to render a high level of performance to please customers. It is noted in 2.5.1.2 that, transactional leaders can stimulate and transform subordinates towards an understanding of an establishment's operational systems. The statement gives an idea that transactional leaders can promote satisfiers within an establishment.

2.5.1.1.5 Hybrids (Performance factors)

Hybrid factors result in customer satisfaction or customer dissatisfaction depending on the magnitude of the effect (Bianchi 2016: 398). As presented in table 2.9, such factors include ensuring high quality of service while providing high quality products or goods, for example, serving well-cooked meals (Zephan 2018: 3). For the hospitality context, Farrukh, Kalimuthuan, and Farrukh (2019: 40) maintain that although subordinates can provide quality service independently, the quality of goods depends on the leader's ability to choose the right suppliers. In addition, the author elaborate that it is essential for hospitality leaders or service industry leaders to provide training on service excellence and product quality to their subordinates to satisfy customers.

Table 2.9: Summary of Customer Satisfaction

Detriments	Explanation	Example
High quality and service	Their increase helps to establish customer satisfaction	The fair monetary value of the product
Customer emotions	Understanding and avoiding customer frustrations	Personified service
Dissatisfies	Does not make the customer happy but their absence affects the user	Cleanliness and food temperature
Satisfiers	Increases customer satisfaction when available, but does not lead to customer dissatisfaction when absent	Customer emotions consideration
Hybrids	Results to customer satisfaction or customer dissatisfaction	Uncooked food

Source: Researcher

2.5.2 Sales

Food and beverage departments are as much of an economic unit as any enterprise (Heikkila and Saranpaa 2012: 28). In addition, the authors elaborate that it is therefore essential for leaders to understand all systems which influence productivity to maintain the departments' economic unit. In the same context, Domingues, Vieira, and Agnihotri (2017: 1) maintain that sales are the key performance indicator of productivity. The food and beverage departments' basic key to increasing sales is by establishing a solid base of regular customers and attracting new ones (Answer *et al*. 2018: 1). The effort in doing so should be executed by leaders as a motivation for their employees to establish good relationships with customers to ensure their satisfaction and return (Wu, Resaei and Cobanoglu 2017: 1257).

It is a leader's role to overcome common threats to the solid base of regular customers and attract new guests (Answer *et al*. 2018: 1). The following are important threats leaders need to pay attention to:

- Inconsistent sales strategies and processes that the hotel uses (Mistry 2021: 1) and Oladele and Akeke (2016: 1).
- Poorly planned sales training sessions (Mistry 2021: 1)
- Lack of communication within the sales department (Ngoasong *et al*. 2021: 270)
- Resistance in adapting to new and innovative sales tools and food and beverage technologies (Kansakar *et al*. 2019: 63)
- Failing to establish sales activity priorities (Ngoasong *et al*. 2021: 270)
- Excessive performance pressure to exceed targets (Mistry 2021: 1)
- Poorly established customer profiles (Ngaosong *et al*. 2021: 271)

In the section of supportive leadership style, participative leadership style and achievement-oriented leadership style, it is noted that the leadership styles discussed under each of the subsections affect the productivity of an organisation which involves customer behaviour and sales. These leadership styles include supportive, participative, and achievement-oriented leadership. In the context of sales and customer satisfaction, it can be noted that these leaders can eliminate threats that may hinder the rise in terms of sales and customer satisfaction.

2.5.2.1 A solid base of regular customers versus attracting new ones

According to McDonald (2020:1), a solid base of regular customers and attracting new ones can be established by staying in contact with regular and potential customers. The author further expresses that social media and websites are one of the most affordable tools one can use to stay in contact with customers. However, social media on its own cannot ensure customer returns or customer attraction but maintaining excellent service can serve as a good tool to bring back customers whilst maintaining a good reputation in order to attract new customers (Wu, Resaei and Cobanoglu, 2017: 1258). Tran (2017: 170) elaborates that since hospitality leaders only set out targets and dedicate tasks to subordinates, the subordinates are the only ones that independently impact sales of an establishment. However, Vukonic *et al*. (2018: 62) maintain that leaders do have an impact on hospitality sales because they are the ones that create the systems of service and make sure that subordinates perform as required.

2.5.3 Employee performance

Employee performance can be interpreted as the achievement of specific tasks that are measured based on predetermined standards or identified with accuracy, completeness, financing, and speed (Harjanti and Todani 2019: 1). In the same context, Afsar, Shalijehan, and Shah (2018: 1437) contextualise employee performance as the level at which a specific employee is involved in actions, activities, and behaviours to yield great results. Moreover, Pupavac (2020: 224) elaborates that the ability to work together is one of the most critical measurements to assess employee performance.

The aim of the study was to investigate the relationship between leadership styles and productivity. This highlights that productivity is an important variable of the study. In subsection 2.5, it was noted that one of the measures of productivity that was selected for this study was employee performance. Therefore, the review of employee performance as a measure of productivity is pivotal for this study (Abuhashesh, Al-Damour, and Masa'deh 2019: 1).

Mwesigwa (2018: 29) and Amin, Aldakhil, Wu, Rezaei and Cobanoglu (2017: 1) perceives that there are instances where leaders affect the performance of their subordinates negatively. Moreover, Ohemeng, Amoaks-Asiedu and Obuobisa-Darko (2018: 1) maintain that a leader must enhance quality within their subordinates to affect their performance for the betterment of the

organisations they lead. In addition, the author emphasise that leaders are the ones who define and give tasks to subordinates for execution. The author implies that amongst some attributes required by a leader to positively affect a subordinate's performance are an ability to motivate, delegate and monitor performance. Similarly, Dastane (2020: 10) states that when a leader's performance is poor, it negatively impacts subordinates' performance. However, a study by Ghebregiorgis (2018: 7) concluded that there is no relationship between leadership and employee performance. The author maintains that subordinate performance is not dependent on their superior's behaviour and leadership.

In the same context, Heimeil *et al*. (2020: 9), Fouad (2019: 1) and Mazin (2017: 1) share a different sentiment by elaborating that hospitality subordinates decide on their own to execute their performance perfectly, however, leaders need to make sure subordinates are properly trained to do their job. Therefore, the statement established by Frost (2021: 1) that a leader must influence the overall behaviour and shape the corporate values of their followers within the hotel sector cannot be ignored.

The prevalent precise of employee performance is that it is achieved through motivation, delegation, and monitoring of performance and behaviour by leaders. According to Frost (2021: 1) and Akhajeh (2018: 8), charismatic leaders can motivate their subordinates. Furthermore, it can be noted that supportive, participative, and achievement-oriented leaders can delegate and support their subordinates. The outlined leadership styles, together with the delegating leadership style highlight that these leaders have the potential to positively impact employee performance. Pupavac (2020: 224), Dahadi and Yusup (2020: 1) and Lumbasi, Ouma, and K'Aol (2015: 1) expresses that there are indicators that can be used to measure employee performance. The author maintains that such indicators include quality of work, the quantity of work, work time, and cooperation with workers. Table 2.10 presents employee performance indicators and their description.

Table 2.10: Indicators of Employee Performance

Indicator(s)	Explanation
Quality of work	Measured from the employee's perception of the quality of work produced and the perfection of tasks compared to the skills and abilities of employees
The quantity of work	Measured from the employee's perception of the number of activities assigned to them. Quantity measurement involves calculating the output of the process or the execution of service
Work time	Measured from the employee's perception of time for an activity accomplishment compared to the appointed time and the ability to maximise the time available
Cooperation with co-workers	Measured from the ability of employees to cooperate with co-workers. The ability to work together can create cohesiveness, leading to an improvement in teamwork sense among employees

Source: Pupavac (2020:224), and DuPlessis, Douangphichit, and Dodd (2016: 1)

2.5.3.1 Leading for employee performance.

According to Purpavac (2020: 224), leadership must provide employee motivation and training to drive employees towards a high level of performance. Qiu *et al.* (2020: 10) explain that leaders are the ones to encourage employees to reach their potential to maximise performance within the hotel sector. The same applies within the food and beverage department, the high quality of performance by employees is dependent on a leader's attributed attitude and conduct (Cheng, Kwan and Lyu 2019: 1757). Furthermore, Purpavac (2020: 225) and Hafeez, Yingjun, Hafeez, Mansoor and Rehman (2019: 1) notes that the best way leaders can improve productivity in the food and beverage department of a hotel is connected to the type of employees they hire and their perceived attitude towards performance. Attesting to that is Cheng, Kwan, and Lyu (2019: 1757) by mentioning that a high performance provided by the employee is pivotal for promoting customer satisfaction which leads to the productivity of an organisation. The same applies with any hospitality establishment, its prosperity is centered around the performance of front-line employees

within the sector and ensuring that such employees provide a high quality of service, ensuring profitability and productivity (Laskarin 2017: 109).

2.5.3.2 Theories on employee performance

According to Obiwuru *et al.* (2015:101), there is a scarcity of theories on employee performance. However, motivation by leaders remains a popular theory that is regarded as essential because of its positivity in influencing subordinate performance (Omollo 2015: 91). A leader must execute motivational theories to influence employee performance (Du Plessis, Douangphichit and Dodd 2016: 16; Farhani 2019: 52). Such motivational theories that seek to address employee performance are Herzberg's Two Factor Theory, Vroom's expectancy theory, and McGregor's Theory X and Theory Y (Lee *et al.* 2019:31) In the subsections that follow, the researcher shall trace how leaders can use motivational theories to influence employee performance. In that context, Sabri, Mutalib, and Hasan (2019: 18) express that, motivational theories are most useful in influencing employee performance within the hospitality sector. The selection of Herzberg's Two Factor Theory, Vroom's expectancy theory, and McGregor's Theory X and Y are motivated by study objective two. Objective two of the study focuses on identifying the influence of leadership styles on productivity. One of the main measures of productivity discussed in this study is employee performance.

2.5.3.2.1 Herzberg's Two Factor Theory

Herzberg's theory established that, different aspects cause job dissatisfaction and satisfaction which can lead to a decrease in performance (Alfayad and Arif 2017: 152). It is further elaborated by Sanjeer and Surya (2016:158) that the aspects which can determine Job satisfaction and dissatisfaction include hygiene and motivational factors. Below, the researcher discusses hygiene and motivational factors and how hospitality leaders can adopt Herzberg's two-factor theory to impact productivity.

- **Hygiene factors**

Hygiene factors are also known as maintenance factors; they do not motivate subordinates, instead they prevent the occurrence of dissatisfaction and maintain the status quo without yielding positive results but preventing negative outcomes (Pradhan and Jena 2017: 10). Hygiene factors symbolise the physiological needs of subordinates such as the working environment conditions, which the

subordinates want and expect to be fulfilled (Juneja 2015: 1). In addition, Sobaih and Hasanein's (2020: 333) study found that, within the hospitality sector, the hygiene factor is not a powerful source of satisfaction that can influence employee performance. However, a study conducted by Fareed and Jan (2016: 1) indicated that hygiene factors carry a significant relationship with employee performance within the hospitality sector. Therefore, leaders need to ensure that they make the availability of hygiene factors for hospitality subordinates to maintain a positive performance (Metei and Abrudan 2016: 1).

- **Motivational factors**

According to Pradhan and Jena (2017: 10), motivational factors include achievement, advancement, the possibility of growth, and recognition work itself. The author further elaborates that the increase of these factors improves the level of satisfaction. Within the context of hospitality. Sobaih and Hasanein's (2020: 333) study found that good wages and job security can be of good motivation for hospitality employees. The author further mentioned that it is essential for leaders to execute this factor as part of a strategy to maintain employee performance. In addition, Guarana (2018: 1) and Chiat and Panatic (2019: 11) express that although sometimes subordinates and leaders can take advantage of these factors by unfair and bribe-based rewards, advancement, and the possibility of growth all remain a good stimulation of motivation for subordinates within the hospitality sector. However, Chiat and Panatic (2019:11) indicate that motivational factors are negatively correlated with employee satisfaction which affects employee performance within the hotel sector.

2.5.3.2.2 Vroom's expectancy theory

Vroom believed that the availability of tools to get the job done, and increased effort would lead to increased performance (Lahoti 2019: 1). In the same context, Vroom also elaborated that an employee's motivation is the outcome of how much they want rewards, the availability of assessment of effort which leads to expected performance, and the belief that the performance will lead to being rewarded (Juneja 2015: 1). Vrooms elaborated that effective communication, collaboration, and coaching techniques on the eligibility of rewards can enable leaders to achieve departmental goals through an increased performance (Min *et al.* 2019:1). To be effective when applying this theory, leaders need to understand three main aspects namely, expectancy, instrumentality, and valence (Madhanga 2016: 57), as summarised in Table 2.11.

Table 2.11: Aspects of Vroom's Expectancy Theory

Aspects	Summary
Expectancy	Is the expectation whether an employee can do the necessary work to meet the outcome (Min *et al.* 2020:1) ● Injecting a level of effort results in a distinct performance level (Osibiya 2015:200).
Instrumentality	Possibility whether your employee can meet the outcome (Min *et al.* 2019: 1). ● Performance is related to the strengths and outlook of a certain level of effort which produces specific results (Lussier and Achiva 2015: 240).
Valence	The attractiveness of an outcome determines an employee's pushing effort (Min *et al*. 2019: 1). ● Uysal (2014: 1) maintains that valance is like satisfaction and dissatisfaction, depending on whether a person's view of outcomes is positive to meet the needs.

Source: Researcher

Abdelli and Mounsour (2019: 14) present that there should be clear communication by leaders on what is expected of their subordinates. The author maintains that a leader's clear communication in explaining essential tasks and performance procedures is very essential. Communicating that which is expected alone is not enough (Shamim *et al.* 2017: 6). The author establishes that leaders need to make sure they have trained and coached their employees on procedures necessary to complete tasks. Furthermore, the author explains that employees become more instrumental when they know the expectation of their leaders, and to do that, clear and precise communication of tasks

is essential. Communication and training are the prevalent expectations of what leaders should be under Vroom's expectancy theory. Joshi (2017: 147) and Tuan (2019: 699) present an ideology that charismatic leaders are most likely to initiate good communication practices and provision of training within the organisation. In addition, Kabeyi (2019: 121), Pudra and Dewi (2019: 121), and Yang and Lim (2016: 2) express that, transformational and supportive leaders usually show these characteristics which are famously related to Vroom's expectancy theory. This states that, charismatic, transformational, and supportive leaders are most likely to have the relevant leadership styles that can achieve clear communication and coach in their organisations.

- **Application of Vroom's expectancy theory**

Lloyd and Mertens (2018: 1) express that if the expectancy theory is applied well, employees begin to participate willingly within the organisation. The author further explains that failure by leaders to strategise on giving out rewards as motivation, is a failure of applying Vroom's theory. Akgunduz, Gok, and Alkan (2020: 173) explain that when rewards are established effectively, and the factors valuable to employees are given, employees are satisfied and therefore exert effort to achieve goals. Within the context of hospitality, Hernandez, and Guarana (2018: 1) emphasise that giving out rewards adds motivation and helps to influence employee performance. In addition, Dorta *et al* (2021: 4) elaborate that Vroom's expectancy theory enhances employee performance within the hospitality sector, therefore leaders should prioritise making the availability of expectancy factors. Bouchard (2019: 3) and Khajah (2018: 5) exhibit that, transactional leaders are most likely to carry the elements of Vroom's expectancy theory.

2.5.3.2.3 McGregor's Theory X and Theory Y

According to Barbosa-McCoy (2016: 28), McGregor's theory presented theory X and theory Y in which two types of employees exist namely, lazy, and hardworking. Lazy employees represent theory X while hardworking employees represent theory Y (Mutalib 2019: 14). Within the hospitality sector, leaders believe that for theory X, subordinates should be punished by disciplinary action or threat of dismissal to make sure they stay away from being lazy. In addition, the author emphasises that, although many hospitality leaders have moved away from theories X and Y, these theories are still most likely to be applicable in the hotel industry due to their ever-changing and labour-intensive nature. Table 2.12 outlines McGregor's motivational theory X and Y.

Table 2.12: McGregor's Motivational Theory X&Y (Murray 2016: 2)

Theory X assumptions	Theory Y assumptions
Employees are naturally lazy and try to avoid work	Employees find work enjoyable and environmentally suitable
Employees are inherently irresponsible; therefore, it is necessary to monitor their behaviour	Employees are inherently responsible-capable for self-control and self-direction
Most employees have little to contribute intellectually to the organisation	Employees have the potential to make important intellectual contributions within the organisation.

Source: Modified from Murray (2016:2)

2.5.3.2.3.1 Motivation vs TheoryX & Y

According to the assumptions in Table 2.12, for theory X, it is necessary to force and guide employees to do their tasks (Lawter, Kopelman and Prottes 2016: 87). Cherry (2019: 1) and Gaasterland (2018: 1) exhibit that directive, autocratic, and authority compliance leaders are known as capable leaders who force employees to complete their tasks. With theory Y, employees have a desire to complete certain tasks to satisfy certain internal needs (Lu and Lin 2014: 463). Moreover, Sabri, Mutalib and Hassan (2019: 14) express that with theory Y, employees complete their tasks voluntarily, and therefore they need less motivation from their leaders to perform. Andersen (2020: 1) and Radwan and Radwan (2020: 160) express that participatory, charismatic team leaders are capable of inspiring subordinates to voluntarily complete their tasks.

2.6 Food and beverage leadership styles for productivity

In this section, the researcher concludes on the prevalent leadership styles that can positively affect the productivity of a hotel's food and beverage department. The conclusion is drawn from the aforementioned literature. In the table 2.13, the presented variables include productivity and leadership style. The two variables are the main themes for the aim of the study.

Table 2.13: Summary of leading for productivity

Measures of productivity	Relationship with leadership	Prevalent leadership styles
Customer satisfaction	Leaders within the hospitality sector play a significant role in customer satisfaction because they are the ones that create systems used by subordinates to deliver service to customers.	▪ Middle of the road, ▪ Authority compliance ▪ Transactional leadership style.
Sales	Leaders within hospitality, create systems that help to establish a solid base of customers and attract new ones. If the created strategies are effective, they help to grow sales	▪ Supportive ▪ Participative ▪ Achievement-oriented
Employee performance	Within the hospitality sector, leaders design tasks and assign them accordingly to subordinates. Failure to design and define those tasks effectively can affect employee performance. Furthermore, there are motivational theories that affect employee performance of which leaders need also to pay attention to maintain and improve employee performance within the hospitality sector.	▪ Delegation ▪ Charismatic ▪ Transformational ▪ Supportive ▪ Participative ▪ Authority compliance

Source: Researcher

2.7 Gaps identified in literature.

The literature review demonstrates that the concept of leadership and leadership styles has been intensively studied by researchers (Mfeka 2017: 1). However, the study between the variables namely leadership styles and productivity within the context of the food and beverage department of a hotel have been less evaluated (Tewari, Gujarathi and Maduletty 2019: 1). Therefore, after carefully examining the existing theory with regards to the topic of the investigation, the following gaps according to the investigation's objectives were identified:

- The examination of the impact of leadership styles on productivity within the food and beverage department of the hospitality establishment. This gap identifies with objective two of the current investigation.
- A clear description of the specific leadership styles common to the food and beverage department of the hotel. Available literature maintains that only a few studies focus on the relationship between leadership styles and hotel productivity. This gap identifies with objective two of the current investigation.
- The lack of knowledge of strategies that can be used to maintain productivity in the hotel sector. This gap identifies with objective three of the current investigation.
- The lack of procedures managers can use to maintain productivity in the food and beverage department. The researcher then used measures of productivity namely sales, employee performance, and customer satisfaction to contextualise strategies used to maintain productivity within the food and beverage department. This gap identifies with objective three of the study.

2.8 Proposed Integrated Framework

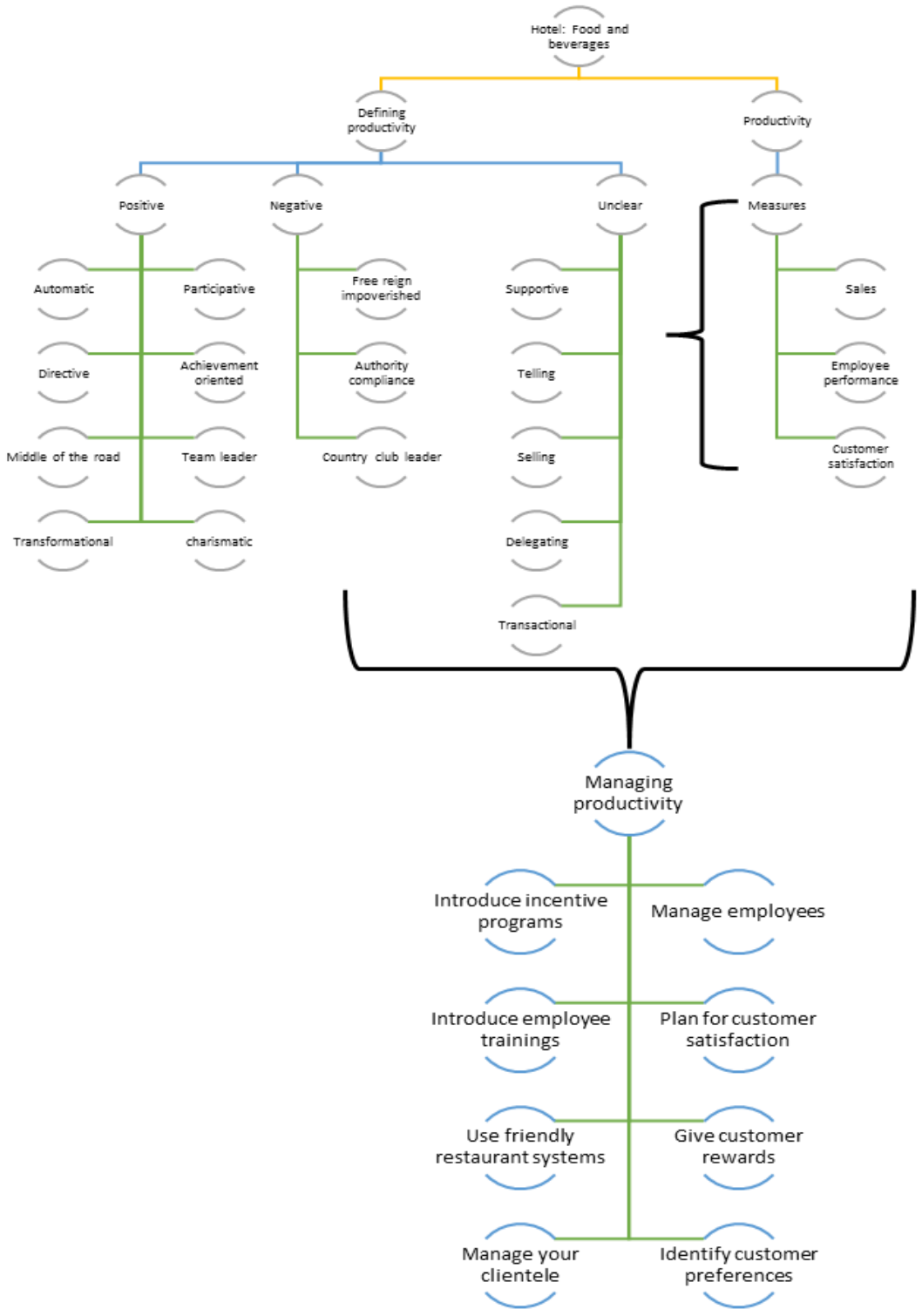


Figure 2.1: Proposed Integrated Framework

Figure 2.2 above is the proposed integrated framework relating to leadership styles and productivity. This framework is derived from the current research literature review. Further to the study, the proposed framework will be empirically analysed, statistically tested, analysed in tandem within the interpretation of the results in Chapters Five and Chapter Six, respectively.

2.9 Chapter summary

This chapter has evaluated the concept of leadership, starting from leadership traits, leadership theories, and leadership styles. The contextualisation of leadership styles within the hospitality industry was evaluated. Moreover, the chapter investigated the concept of productivity where measures of productivity were discussed within the context of Belaire Suites Hotel in Durban, KwaZulu-Natal. Lastly, transactional, and transformational leadership styles were discussed as the common leadership styles within the hotel sector. Furthermore, the final section presented identified gaps in literature. In that context, gaps were compared to the study objectives and the study aim. Moreover, the exhibition of the proposed integrated framework was presented to draw a close to the existing literature within the topic. The next chapter presents the research methodology adopted in the study being conducted.

Chapter Three: Research Methodology

3.1 Introduction

The previous chapter provided literature on leadership styles and the productivity of a hospitality establishment as the main themes of this study. The proceeding chapter presents research design and methodology. This chapter describes dimensions of the study, such as, research design and approach, research paradigm, study sample, target population, and ethical considerations. The chapter further outlines the data collection instrument, validity, reliability, and pilot study. Moreover, this chapter presents the limitations of the study, and analysis of data.

3.2 Study area

The Belaire Suites is a four-star hotel located on Durban's Beachfront (Kamil 2021, pers. Comm.13 June). The food and beverage manager continued to explain that the establishment has been voted one of the Durban's best dining and award-winning cafes, furthermore it is stylish with relaxed beach view. The two well-known dining areas in this luxury establishment are namely the Jiran Restaurant and Bar, and the Breakfast Buffet Restaurant. The food and beverage department manager of this luxurious hotel also noted that, there is an opportunity for the establishment to grow even further. Kamil maintains that all is possible if leaders are equipped with knowledge on how to manage productivity. Hence, the study was conducted at the Belaire Suites Hotel under the food and beverage department. The investigation is contextualised according to the study objectives and all research items in the research instrument were derived from them. The map below presents the location of the study area:

Figure 3.1: Map of the Belaire Suites Hotel (2021:1)

3.3 Research Method

The current research study espoused to a mixed-method approach. Almeida (2018:15) explains the mixed-method approach as a research approach that proceeds the collection and analyses of data by adopting both the quantitative and qualitative method within the same study. The author maintains that this is done as means of being analytically critical to addressing the research problem being studied. Supporting the afore statement, Van Houwelingen, Ettema, Antonietti, and Kort (2018) explains that such research approach is suitable and relevant for when the researcher is intending to obtain the aspect of knowledge or practice that closely relate to the research problem

being examined. The author elaborate that this approach is an exceptional tool when exploring a deeper relationship and understanding between the study variables of a single study. There is obviously a methodological process that is used to combine the quantitative and qualitative approaches in a single study, that process is known as triangulation (Mckim, 2017:3). The following section explore the methodological concept, triangulation.

3.3.1 Triangulation

According to Heale and Forbes (2013:2), triangulation is the research technique that is often related with the mixed-method approach. The ideology behind this process is motivated by its ability to afford researchers with the confidence of applying different approaches that results in the same outcome. In addition, this approach requires that the studied research problem is critically explored using various dimensions such as theory triangulation, the method and data to name a few (Noble and Heale, 2019:65). The current study adopts the following types of triangulations:

I. Theory Triangulation:

Different sources of research within the same study variables and their perspectives are adopted to interpret data (Noble and Heale, 2019:65). For the current research study, research findings from various published studies were used to interpret the current data and later draw conclusions.

II. Method Triangulation:

This type of triangulation adopts multiple methods for data collection and analysis. For the current study, the quantitative data was collected using self-administered survey questionnaires to the general employees of the adopted study area. Later, in attempts to drawing the interpretations from various angles, interviews were conducted to 6 of the departments general employees using structured open-ended questionnaires. The researcher later decided to obtain the perspective of the departments managers and supervisors on the leadership and productivity by means of interviews through the structured-open ended questionnaires. The researcher used the Statistical Package for

Social Sciences to the quantitative statistical technique while the NVivo software was adopted for the analysis of both the qualitative data.

III. Data Triangulation:

According to Noble and Heale (2019:67), Data Triangulation is the method of collecting study data from various sources. For the current study, primary data was collected from all the Food and Beverage Departments general employees, and later was supported through administered interviews to six of the departments general employees by means of addressing questions which had gaps. The last part of the primary data was collected from the departments leaders which included managers and supervisors. The secondary data was collected through the critical reviewing of the literature through academic journals, and academic books.

At the end, the researcher integrates the study findings to validate and enhance the case studies findings and conclusions relatively to the study objectives, aims and problem.

3.4 Research design and approach

According to Khan (2008: 69), and Creswell (2014: 12), research design provides a framework or blueprint for conducting the research project by specifying methods necessary for obtaining the informational data required to solve and answer the research problem. In the same context, Page and Meyer (2005: 84) elaborate that the research design follows the interpretation of the research idea and the conceptual structure of the research as presented in Chapter Two and Three. In addition, Vogt, Gardner, and Haeffele (2012: 10) maintain that a research design provides an outline of how the researcher sets procedures to use in answering the research questions and achieving its objectives. Such procedures help to convince the reader that the conclusions of research have been reached through appropriate methods and are safe to use (Gorard 2013: 04). That appropriateness is dependent on whether the researcher could make the data address the research problem as clearly, as accurately, and with as little bias possible (Bouchrika, 2020: 1). Puki (2017: 1) maintains that the most popular types of research design include exploratory, descriptive, and causal designs with numerous other sub-categories, including action research, case

study, descriptive, experimental, observational, survey, philosophical and sequential studies. After carefully examining the types of research design, the researcher chose a descriptive research design that focused on examining variables of leadership styles and productivity under the food and beverage department of the Belaire Suites Hotel.

According to McCombes (2020: 1), descriptive research aims to describe a population, situation, or phenomenon accurately and systematically. In addition, the author explains that such research studies can answer what, when, where, and how but not the why questions. The same contextualisation is made Brannen (2016: 1) by discussing that, a descriptive study draws inferences from frequencies but cannot respond to reasons for the relationship between variables. As expressed by Nassaji (2015: 1), a descriptive study uses observations, and surveys to gather data, this contextualisation relates well with the strategies used in this study to answer the research objectives. Therefore, the descriptive research explained by Formplus (2020: 1) was used as it aligns well with the study purpose. The authors, Schindler, and Cooper (2003: 151) maintain that descriptive research can be qualitative, quantitative, or both qualitative and quantitative.

The current study, under the mixed method approach adopted the convergent parallel approach and explanatory sequential design. According to Brannen (2016:04), the convergent parallel design means that the researcher concurrently conducts the quantitative and the qualitative parts of the research study in the same phase of the research process without compromising the other method. Scollon (2003:75) explains that such research parts are analysed separately from one another and later are interpreted together. For the current study, the quantitative data from general employees was collected at the same time as the data that was obtained from the departmental managers and supervisors.

Subedi (2016:573) explains the explanatory sequential mixed method as the two-phase design from which the quantitative data is initially analysed, then the collected data is collected based on the quantitative study results. According to Toyon (2021:2149), the advantage of using explanatory sequential mixed method design is that it helps to understand the quantitative results in more in-depth details where gaps from the quantitative data can be addressed such as the ambiguity of the data, and lack of coherence. The current study collected the quantitative data from the general employees by means of surveys. The data was then analysed, and from the analysis, issues of coherence, and unclearness were identified. The researcher then opted to address such through interviewing six participants of the same population. The question items were based on the gaps

of the quantitative data. The interviewing of six participants was motivated by the issues of time and was done to avoid repetitiveness' as interviews are more in-depth compared to surveys.

In conclusion, the current study is a descriptive study which used the convergent parallel mixed method and explanatory sequential mixed methods in attempt to addressing the study aims, objectives and the problem. The researcher had intended to also use internal data such as guests' reviews, employee performance reports, however, attempts to such data was not afforded to the researcher.

3.4.1 Research paradigm: exploratory and explanatory research design

The exploratory and explanatory research design aims to explore the research questions and does not intend to offer a final and conclusive solution to the existing problem (Saunders, Lewis and Thornhill 2012: 1). The author further elaborates that this type of research is usually used to study a problem that has not been clearly defined previously. In the same context, Emory and Cooper (1991: 139) add that such a study centres on gaining new ideas of knowledge and deeper meanings to phenomena from broad and vague statements of the phenomena. As defined in the research problem statement outlined in Chapter One, the variables of leadership styles and productivity have been less researched, specifically within the food and beverage department of the selected study area. The exploratory research paradigm is an important factor in understanding the evaluated variables whilst seeking a new perspective for the Belaire Suites Hotel food and beverage department. In this investigation, the new perspective identified is presented in the form of an integrated framework, as will be discussed in Chapter Five.

3.4 Study sample

A sample is an element that is available for selection in some stages of the sampling process (Sakaran and Bougie 2016: 237). In the same context, Etikan and Bula (2017: 216) maintain that sampling is the process through which a sample is extracted from a population. The authors further elaborate that the more the sample is representative of the study population, the higher the accuracy of the inferences and the better the findings are at being generalisable. Acharya *et al.* (2013: 330)

explain that, from the sample the characteristics of the whole population can be estimated. Taherdoost (2020: 22) maintains that there are two commonly used sampling methods, namely probability and non-probability sampling.

According to Etikan and Bula (2017: 216), with probability sampling, a researcher sets a selection of a few criteria and chooses members of the population randomly. The author further elaborates that with this type of sampling, all members of the study population have equal opportunity to be selected as part of the sample. In addition, Trochin (2020: 1) maintains that probability sampling is any method of sampling that utilises some form of random selection. However, with non-probability sampling, the researcher chooses members for research at random (Etikan and Bula 2017:216). Moreover, the author emphasises that with this type of sampling, the research method is not a fixed or predefined selection method. That makes it difficult for all elements of the population to have equal opportunities for inclusion as a study sample (Trochin, 2020:1). In the same context, Acharya *et al.* (2013:331) elaborate that, such sampling includes convenience, purposive, snowball, and quota sampling.

Although Acharya *et al.* (2013:330) elaborates that probability sampling is the gold standard in sampling, and it helps for generalisability of the study findings to the study population, this type of sampling will still not be used in this research. For the explanatory sequential mixed method, the qualitative part population was selected through the convenience nonprobability sampling method which was more reasoning for the time frame to completion of the study (Uprichard, 2013:11). The author defends the use of non-probability sampling by expressing that it can target a particular group of population. The researcher was allocated days to collect data, which was a week with the employees. The data collected represents those who were willing to continue with the participation, those who were available on shifts, not on leave, and those who were part of the quantitative data collection initially (Emerson, 2015:167).

The quantitative data study population and the qualitative data from the management and supervisors' population was collected through the to use the census method to study every unit (Sekarin and Bougie 2016: 242). In addition, the author expresses that census studies are time-consuming and that makes census methods of data collection to be mostly unfavourable. However, the author maintains that the census generally attempts to collect information on all eligible elements in a defined population to produce an almost complete coverage. In addition, Lavrakas (2008:3) elaborates that a census can be useful in studies targeting small populations or small

geographic areas. Therefore, the use of census was relevant for this study because the targeted population was from one department with an estimated 32 potential general employee respondents and seven managers and supervisors at Belaire Suites Hotel.

3.5 Target population

According to Stephanie (2019:1), the target population is the entire aggregation of potential respondents that meet the designated set of research criteria. In the same context, Hu (2014: 1) maintains that a study population is a subset of the target population from which the sample is selected, or a study is conducted. The targeted population for this study is the food and beverage employees and the management of the selected organisation which consists of 32 employees both contract and permanent general employees and 5 managers and supervisors as estimated by the organisation's food and beverage assistant manager, Kamil (2020, pers. Comm. 25 June). During the data collection, the food and beverage manager explained that only 23 general employees remained at the Belaire Suites Hotel food and beverages after the impact of COVID-19. In addition, only 5 supervisor-managers remained, meaning 28 respondents could be sampled for both the quantitative and qualitative approach. None of the respondents were forced to participate in this investigation, and no monetary incentive was used to attract the attention of the respondent, instead to gain the populations interest, the researcher explained the importance of this research for the Belaire Suites Hotel and the researcher which helped in encouraging all the targeted participants to participate.

3.6 Ethical considerations

According to Wagner, Kulich, and Garner (2012: 64), the code of ethics includes informed consent where participants agree to participate and a gatekeeper's letter of informed consent. For this study, the gatekeeper's letter was obtained before the data collection. Moreover, the consent letter of respondents was attached to each questionnaire where they signed to indicate that they agreed to be part of the study (Rogers 1987:5). Ethical considerations outlined below were followed during the current investigation, as recommended by Sekaran and Bougie (2016:160):

- The researcher treated the information given by respondents strictly and confidentially.

- The researcher avoided soliciting personal or seemingly intrusive information. Where necessary, the information was tapped with high sensitivity to the respondent.
- The researcher did not violate the self-esteem and self-respect of respondents.
- Being part of the respondents was voluntary, none of the respondents were forced to take part.
- The researcher ensured that there was no misrepresentation and misinterpretation of the respondents' responses.
- Respondents were requested to truthful and honest in their responses.
- Once one has agreed to be a part of respondents, one should cooperate fully in responding to questions presented in a questionnaire.

3.7 Data collection instruments

As discussed above, the study adopted both quantitative and qualitative approach. The research instruments falling under quantitative data collection and qualitative data collection were adopted. QuestionPro (2020: 1) mentions that for both quantitative and qualitative data collection methods include surveys, interviews and observations. According to Matthes, Davis, and Potter (2017: 1) interviews are a planned and a systematic method that aims at gathering individual answers which leads to the clarification of a specific phenomenon and are normally used for qualitative research approach. With the Qualitative research method, interviews are less structured, where the researcher asks standard set of questionnaires, but is not limited to and can explore other thoughts of participants (QuestionPro 2020: 1). However, with quantitative survey questionnaires, researchers collect quantitative data through by handing out questionnaires to employees to complete. Such questionnaires are usually saturated with close-ended question items (QuestionPro, 2020: 1).

While quantitative questionnaires are defined as checklists and rating scale type questions (QuestionPro, 2020: 1), it can be noted that qualitative questions designed for interviews are normally designed to help the participants to be expressive and engaging towards the context of the research being studied. In the same context, Rose and Grosvenor (2013: 129) explain that the nature of research questions, data, and available resources to combat research determines the type of questionnaire that a researcher will employ. Choudhury (2020: 1) explains that, amongst many

advantages, questionnaires ensure anonymity, greater validity, and are easy to do. However, Quelhas *et al.* (2011: 2) suggest that a questionnaire is not an easy instrument to construct. The author motivates that this is because the questionnaire needs to address research questions, aims, and objectives of the study. This study used a questionnaire instrument to address research questions, aims, and objectives (Quelhas *et al.* 2011:2). As contextualised by Wilson (2013: 1), questionnaires ensure the credibility of study outcomes, this characteristic also serves as a motivation for the selection of questionnaires as the research instrument in this study. Because of the time limit, the quantitative questionnaires were personally administered as suggested by Sekaran and Bougie (2016: 143) while qualitative questions were used to conduct interviews with the 6 of the general employees for the quantitative gaps addressing qualitative data and the 7 of the supervisors and managers of the department.

3.7.1 Questionnaire design

According to McBurney and White (2010:245), a questionnaire design is a procedure that requires a researcher to put in place some considerations, such as the demographics of potential respondents. Failure to be considerate of such factors, the questionnaire may be ineffective in enabling respondents to respond accurately to research questions (Azzara, 2010:18). For this research, a prior consultation about the staff demographics and geographic factors of where the study is conducted was made through the assistant manager of the food and beverage department (Kamil, 2021, pers. Comm. 25 June). The food and beverage assistant manager indicated that the staff of Belaire Suites Hotel will understand questions written in English as it is the main communication language of the organisation.

Section A of the quantitative and qualitative questionnaires helped the researcher to better understand the demographic variables of respondents where the job title, gender, period working with the organisation, and level of education were evaluated. Contextualising the essence of demographic information in research is Lee and Schuele (2012: 1), by maintaining that it is necessary for the determination of whether individuals in a particular study make the suitable representative sample in a target population for the generalisation of findings. To measure the demographics of respondents, for the quantitative element, the researcher used nominal scaling which helped to assign subjects to certain categories (Sekaran and Bougie 2016:210). The qualitative data, collected after quantitative data as means of addressing the gaps had no

demographic variable questions as this information was already obtained from the quantitative data.

In terms of scaling, in sections B and C for the quantitative element, the researcher used Likert scales to measure the extent to which the respondents agree or disagree with the given statement (Sekaran and Bougie 2016: 210). The scaling of sections B and C of the questionnaire ranged from 1 (agree), 2 (disagree), 3 (Neutral) to 4 (not applicable) where the respondent used a tick to select their answer. The main advantage of Likert scale questions is that they use a universal method of collecting data, which means it is easy to understand them (Smartsurvey 2021: 1). Furthermore, the author elaborates that when using the Likert scale with quantitative data, it makes it easy to draw conclusions, reports, results, and graphs from the responses. Regarding Section B for the qualitative element of the study, the researcher used structured interviews which comprised of question items derived from the study objectives in relation to the context of question items for the quantitative questionnaire. The qualitative questionnaire used to collect data after the quantitative data from the general employees had no section B, but just questions which addressed gaps from quantitative data according to the study objectives.

Section B of the quantitative questionnaire was categorised according to leadership theories and their leadership styles. Consisting of 74 questions, 73 of these were close-ended questions and one of those was an open-ended question. Farell (2016: 1) maintains that close-ended questions are those questions that can be answered with a “yes” or “no” or a limited set of possible questions, whilst open-ended questions allow respondents to give a free-form answer. Section C of the questionnaire consists of 13 open questions, summing the number of questions to 91, including the demographic questions. On the other hand, for Section B set, the qualitative semi-structured questions for the managers and supervisors consisted of 10 open-ended questions as a base to aid the interviewer.

The format of questions from sections B to C of the questionnaires were contextualised around the study objectives as suggested by (Quelhas *et al.* 2011: 2). The questions were mainly derived from the critical review of the study which follows the format of study objectives as outlined in Table 3.1

Table 3. 1: Instrument's Alignment to the Study Objectives

Objective	Description of Objective	Relevant questions
1. To evaluate leadership styles adopted at Belaire Suites Hotel in Durban, KwaZulu-Natal.	This objective focuses on various leadership styles available in secondary data. Furthermore, the leadership styles are discussed in the context of the hospitality industry.	Refer to Annexure A, section B: 5.1, 5.2, 5.3, 5.4, and 5.5. & Refer to Appendix G, Section B: 1.1.1-1.1.6
2. To identify the influence of leadership styles on productivity at Belaire Suites Hotel in Durban, KwaZulu-Natal.	This objective mainly focuses on evaluating the relationship between leadership styles and productivity. Measures of productivity including sales, customer satisfaction, and employee satisfaction are evaluated	Refer to Annexure A, section B: 6.1, 6.2, 6.3, and 6.4. & Refer to Appendix G Section B 2.1-2.3
3. To identify alternate strategies that can be used to manage productivity at Belaire Suites Hotel in Durban, KwaZulu-Natal.	This objective concludes the evaluation of leadership styles and productivity. Here the researcher aims to identify whether respondents feel there is a gap or a need for an alternative leadership strategy or style that can be used to manage productivity	Refer to Annexure A, section C: 7. & Refer to Appendix G Section C 3.1-3.5 & 4.

Source: Researcher

In terms of scaling for the quantitative questionnaire, in sections B and C, the researcher used Likert scales to measure the extent to which the respondents agreed or disagreed with the given statements (Sekaran and Bougie, 2016:21 0). The scaling of sections B and C of the questionnaire ranged from 1 (agree), 2 (disagree), 3 (Neutral) to 4 (not applicable).

3.8 Validity and reliability constructs

According to Heale and Twycross (2015: 66), the extent to which a researcher works to ensure the quality of a quantitative study is known as rigour. The author further explains that rigour can be maintained by ensuring validity and reliability. This section explains the validity and reliability of this study in relation to the research instruments that were formulated.

3.8.1 Validity

According to Heale and Twycross (2015: 1), validity is the extent to which a concept is accurately measured in a quantitative study. The author expands by emphasizing that this tool is used to measure quality in quantitative research studies. In the same context, Oden (2020: 1) maintains that validity is the extent to which a measure captures that which it claims to measure. Both authors' descriptions reveal that a study can be regarded as valid if it measures what it initially set out to measure. Attesting to that is Bryman (2016: 188), elaborating that validity in research is the key focus for the integrity of the concluded findings. The author further explains that if the study of a phenomenon fails to measure its set variable, it may be considered invalid, or its findings may lack integrity. With the current investigation, content validity was maintained by ensuring that all aspects of a construct were measured. To do so, the study conducted and explored extensive knowledge on leadership and productivity as expressed in Chapter Two of the investigation (Heale and Twycross, 2015: 1). In addition, the questionnaire validity was ensured through a pilot study and face validity, using people that understand the topic as suggested by Oden (2020: 1) and Morrison (2019: 1)

3.8.2 Reliability

Reliability relates to the consistency of a measure (Heale and Twycross 2015:1). In addition, the author expresses that reliability means that when a participant is completing an instrument meant to measure a specific phenomenon, they should take approximately the same amount of time to answer questions. Monette *et al.* (2014:208) elaborate that reliability is the probability that an instrument performs its intended function without failure under specified conditions for a specific period. Attesting to the sentiments shared by both authors, Babble (2016: 149) mentionds that a measure is reliable if the instrument does not change when the concept being measured remains constant in value when measured again. To ensure reliability, all statements in a questionnaire

were related to the study objectives and were made short and clear to accommodate different levels of intellectual capacities (Madhanga 2018: 79). An evaluation on whether the instrument was reliable was conducted through equivalence as an attribute of reliability to identify whether it is consistent amongst responses of multiple respondents (Healea and Twycross 2015: 1).

3.9 Pilot study

A pilot study investigates whether something can be done and whether the researcher should proceed with it (Anesthesiol 2007: 601). The author further elaborates that a pilot study has a specific design feature; it is conducted on a smaller scale than the full-scale study. Hassan *et al*. (2006: 70) maintain that a pilot study is essential for the improvement of quality and efficiency. The improvement of the quality and efficiency of research instruments is improved by refining measures and reducing the risk that the main study will be flawed (Zikmund and Basin 2016: 61). In the context of this study, a pretesting of the questionnaire took place to evaluate whether the questions worked as intended and were understood by respondents (Rubin *et al.* 2014: 1). The pretesting of the questionnaire took place at Umqhele Bed and Breakfast, in Richards Bay, KwaZulu-Natal. This assisted in identifying defences in the questionnaire as the study's research instrument. Moreover, for this investigation, a pilot study was suggested so that the researcher could use it as a tool to estimate the time, resources, and methods needed to conduct the study (Crossman 2019: 1). The following were the findings of errors and changes after the pilot study was conducted:

For the Quantitative Questionnaire:

- Section A items which aimed at gaining an insight about the respondent's demographic information were well understood and no changes were made.
- Section B items had spelling errors in item number three, a few grammatical errors which distorted the meaning of items were identified. The researcher then fixed both the spelling errors and all grammatical errors.
- No changes were made in section C as no errors were identified.

- It only took the respondents 15-30 minutes to complete the questionnaires. This helped the researcher to estimate the amount of time needed by the respondents to complete the questionnaires.

For the qualitative questionnaire addressing quantitative gaps:

- Question 1 of the questionnaire had ambiguity and spelling eroors, these were fixed before the actual interviews were conducted.

For the managers and supervisor's questionnaire:

- A handful of language errors and gramma were identified between questions 1-5. These were rectified before the actual collection of the data.

3.10 Analysis of data

Data analysis refers to the process of transferring, modelling, and inspecting data with a view of assessing important information and suggesting conclusions (Lowrey and Gaskin 2014: 207). In addition, Ali and Bhasker (2016: 660) elaborate that data analysis is the process by which a phenomenon is broken down into its constituent parts for better understanding. This is indeed an essential part of research which summarises the collected and interpreted data to ascertain patterns and trends of collected data. With the current investigation, every returned questionnaire has been evaluated to increase the reliability of the data. Responses for each section of the questionnaire have been captured to create data set which was analysed and interpreted in the form of statistics.

According to Ali and Bhaskar (2016: 662), statistics are the branch of science that deals with collecting, organising, and analysing data. In addition, Myers, Well and Lorch (2010: 15) express that statistical analyses are performed after the data is collected; however, the analysis should be planned before the data is collected. Clow and James (2013: 38) maintain that the purpose of statistical analysis is to make sense of gathered data by converting numbers into descriptive words of information. Moreover, Lowery and Gaskin (2014: 123) elaborate that the purpose of the statistical technique is to estimate whether the probability existed, and to determine whether the

pattern of the data collected could have occurred by chance rather than by chances of the proposed theory being tested. For this study, the Statistical Package for Social Sciences was used to analyse and present descriptive statistics for the quantitative data. In addition, for both the qualitative data, the NVivo software. Once the statistical analyses are conducted, a descriptive analysis plays a huge role in describing trends and variation in populations, creating a significant role in measuring key phenomena, and describing samples of studies aimed at identifying causal effects (Loeb *et al* 2017: 1). For this studies' quantitative data, tables, graphs, and statistics including ANOVA, P-value testing, standard deviation, and t-testing were used to summarise the statistical patterns of respondents. Clow and James (2013: 38) concurs, by stating that descriptive statistics summarise respondents' answers using tables, graphs, and statistics. On the other hand, thematic analysis was presented for both qualitative data. this assisted with obtaining the meaning of data by clearly analysing the key themes of the study and the patterns from which they proceed.

3.11 Anonymity and confidentiality

Anonymity was adopted during the collection of data, where respondents solely answered the research questions anonymously to hide their identities (Wagner, Kawulich, and Garner 2012: 70). To ensure participants of their anonymity, a confidentiality clause was written at the end of the participant's consent letter. The participants signed the consent letter to indicate that they understand and accepted that their data would be kept anonymously. Furthermore, primary data provided by participants was not shared with anyone and all the completed questionnaires and interviews will be shredded five years after the completion of the study (Madhanga 2018: 16). In addition, Wiles (2006: 2) emphasises that anonymisation of data does not cover all issues raised around concerns of confidentiality. The author further maintains that the following are some of the essential points to consider when ensuring confidentiality:

- Maintaining confidentiality of data/records: ensuring the separation of data from identifiable individuals and storing any codes that may link data to individuals securely.
- Ensuring those who have access to the data maintain confidentiality (that is, the research team, the person who transcribes the data):
    - Not discussing the issues arising from an individual response with others in ways that might identify an individual.
    - Not disclosing what an individual has said in their responses.

- Anonymising individuals and/or places in the dissemination of the study to protect their identity.

3.12 Chapter summary

This chapter outlined the research methods used for the investigation. The research strategy, data collection, data analysis, sampling, target population, reliability and validity, anonymity and confidentiality were thoroughly explained. The next chapter is an extension of the investigation that presents data analysis and interpretation according to the study objectives defined in chapter one.

Chapter Four: Results, Analysis and Interpretation of Data

4.1 Introduction

The previous chapter, Chapter Three, presented the research methodology adopted by the researcher for the current study. This built a foundation for the current chapter as every result herein was achieved through the methods and processes in Chapter Three. Correlating with Chapter Three, Chapter Four presents the results obtained from the questionnaires distributed to employees of the food and beverage department at the Belaire Suites Hotel. The survey questionnaires were initially distributed to 23 respondents which constituted of the general employees, and all were returned which constitutes a response rate of 100%. Another set of data collection was with the management and supervisors of the establishment where interviews were conducted to establish management's view on their own leadership styles and how they influence productivity. The last data collection was conducted after the analysis of the quantitative data collection which was the survey with the general employees. This phase was conducted to address gaps which were identified after the analysis of general employees' respondents. The convenience non-probability sampling method was used to interview 6 employees which represented the three department within the food and beverage department.

The data collected from the quantitative responses were analysed with the Statistical Package for Social Sciences in relation to the research objectives. In addition, the data collected from the qualitative responses were analysed using Thematic analysis method to establish patterns in the meaning of data to find the study themes. All the research instruments which include survey questionnaires and interview questions were designed in relation to the study objectives which were derived from the aim and the problem statement of the study. However, the qualitative data addressing gaps within the general employee respondents was designed using the gaps from the initial quantitative data. The lead and fundamental themes of the research were leadership styles and productivity within the food and beverage department of the Belaire Suites Hotel.

4.2 Socio-demographic profile of the respondents

This section details the socio-demographic profile of the respondents. The demographic characteristics of the Belaire Suites Hotel's food and beverage department employees are maintained in relation to gender, job title, education, and duration of service with the organisation. This section is recommended by Hammer (2011: 1), in saying that it is essential to describe participants socio-demographics in research so that the researcher and the reader can determine to whom the research findings are generalised.

4.2.1 Gender

The data in Figure 6.1 show that 60.9% of the quantitative respondents were males while the female constitute only 39.1%. This indicates that most of the respondents are males. These findings correspond with Santero-Sanchez et al (2015:235) philosophy that hotels, especially food and beverage departments normally have more males compared to females. The author explains that this is due to the intensity of tasks at hand such as the heat of the kitchen, pose required in the front-of-house by waitrons. The evidence from the current study that corresponds with the statement afore is that male respondents were 21.8% more than females.

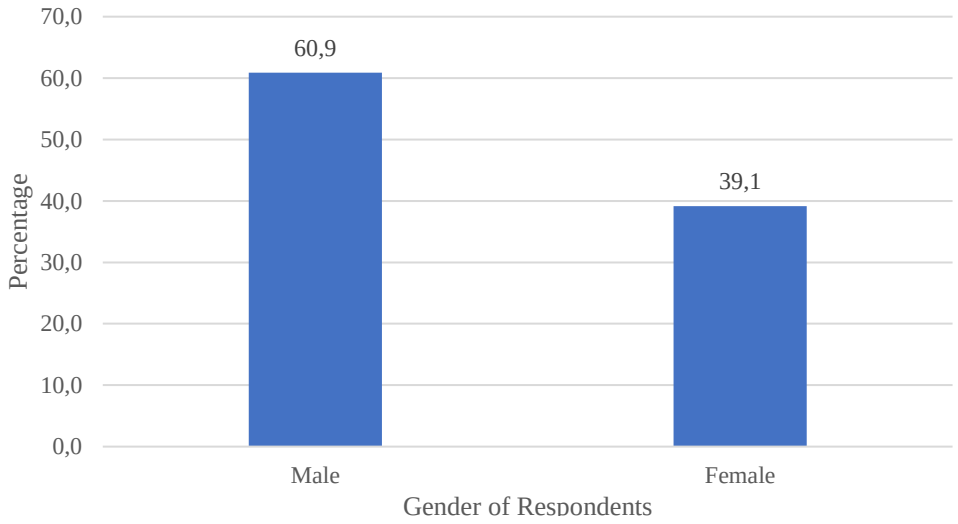


Figure 4.1: Gender of respondents (n=23)

4.2.2 Respondents occupation profiles

For the question of job description, the data indicates that waitrons constituted 47.8% of the respondents, whilst chefs and mixologists constituted 26.1% each. This shows that most of the respondents were waitrons. These findings correlate with Manson's (2009: 1) suggestion that most food and beverage departments have more waitrons compared to other job titles.

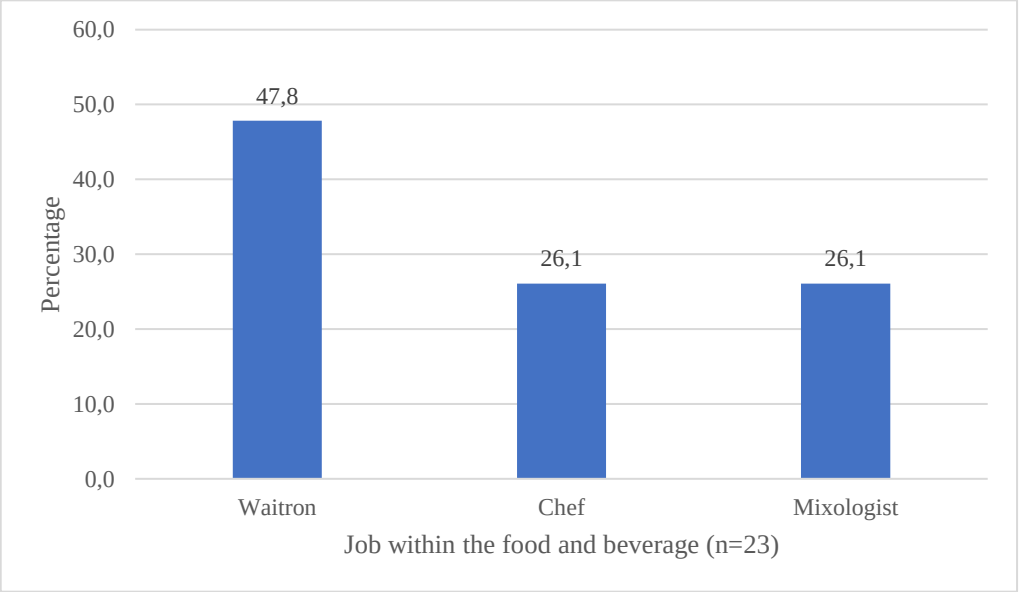


Figure 4. 2: Respondents Occupation (n=23)

4.2.3: Length of years with the organisation

The pie chart in Figure 4.3 shows that 39.1% of the respondents have been working at the hotel between 5-9 years; 30.4% between 10-15 years; 21.7% between 1-4 years, while 8.7% had less than one year of experience working at the Belaire Suites Hotel. This indicates that most of the respondents have adequate work experience at the hotel.

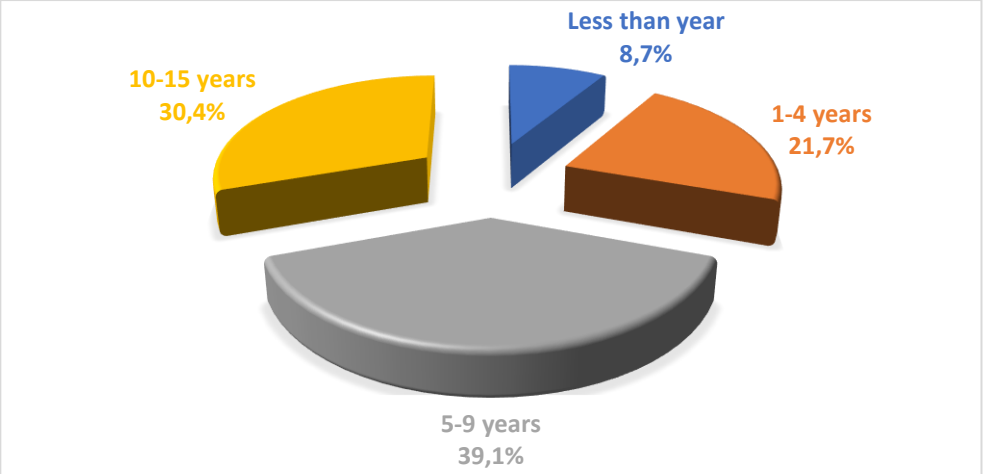


Figure 4. 3: Years working with the Belaire Suites Hotel (n=23)

4.2.4: Level of education

Connelly *et al* (2016: 1) emphasise that the variation of education influences the understanding of organisational goals and objectives. Furthermore, the authors maintain that where job performance is of concern, it is necessary to evaluate the level of education to identify whether suitable candidates are suitable for the jobs they are hired for. For the current study, the level of education of the respondents is given in Figure 4.4. The data indicates that 52.2% of the respondents have matric only; 26.1% have a diploma qualification; 13% have a higher certificate, while 4.3% had degree/postgraduate and no matric respectively. This shows that a good number of the respondents are adequately educated, meaning that employees in the department may be suitable for their jobs and that can ensure that provided data is relevant.

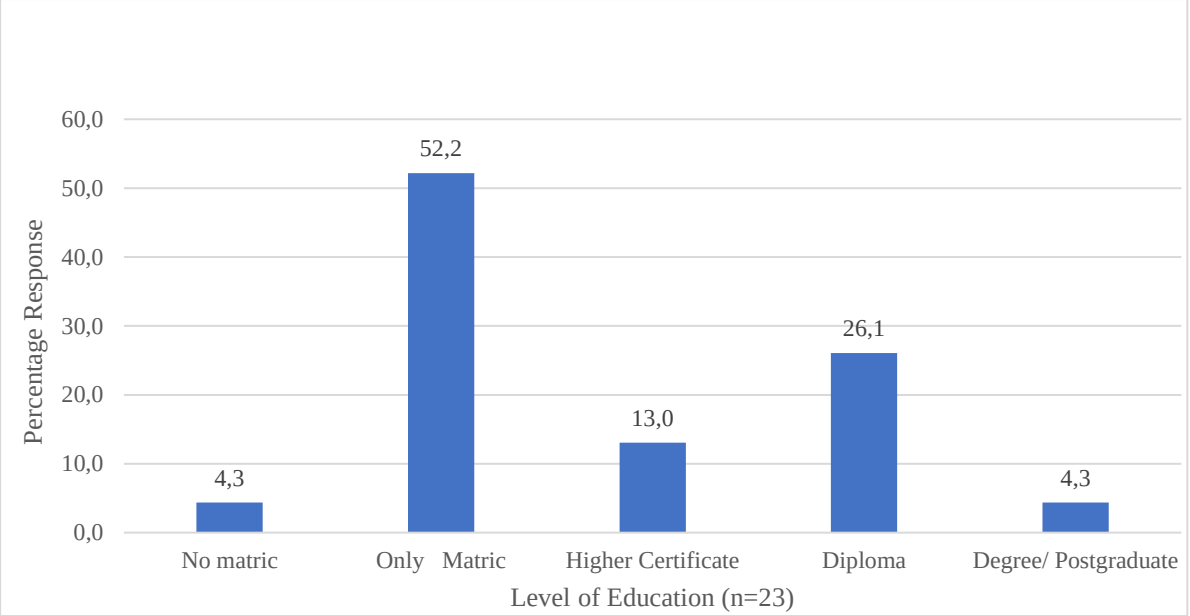


Figure 4.4: Level of Education (n=23)

4.3 Reliability test

This section focuses on the reliability of the quantitative research instrument. The internal reliability of the component variables was tested using Cronbach's Coefficient Alpha. According to Hair *et al.* (2006:1), an alpha of 0.70 and above is regarded as acceptable. As shown in the data in Table 4.1, the Cronbach's alpha coefficient for leadership styles survey (α=0.656) and the Cronbach's alpha coefficient for the strategy that can be used to manage productivity (α=0.529) were below the recommended value of 0.7. The plausible reason for this may be attributed to the variation of the responses from the respondents. However, the overall Cronbach's alpha coefficient for all the items collectively was found to be adequate (α=0.757). This suggests that the instrument is sufficiently reliable.

Table 4. 1: Instruments Reliability Test

Sections	Items	Dimensions	Cronbach's alpha
B	56	Leadership styles survey	0.656
C	50	A strategy that can be used to manage productivity survey	0.529
Total	106		0.757

4.4 Leadership styles survey

This section examines the five different types of leadership styles namely, contingency approach leadership styles, path-goal leadership styles, situated leadership styles, managerial grid leadership styles, and charismatic, transformation, and transactional leadership styles. A four-point Likert scale ranging from 1 to 4 was used to elicit responses from the respondents. Where 1 represents an "agreement", 2 represents "disagreement", 3 represents "neutral", and 4 represents "not applicable". A one-sample t-test was applied to determine if there is significant agreement or disagreement with each statement.

4.4.1 Contingency approach leadership styles

The section focuses on the responses to the Contingency approach leadership styles at the Belair hotel. The contingency approach leadership styles were examined under three constructs, namely autocratic leadership style, participative leadership style, and free-rein leadership style.

4.4.1.1 Autocratic leadership style

As shown in Table 4.2, 60.9% of the respondents agreed that their leaders do not allow them to express their opinion (A1), with the results given as ($M=1.61$; $SD=0.839$; $t(22)=9.198$, $p<0.001$). This suggests autocratic leadership styles. Similarly, 87% of the respondents disagreed to the

statement that their leaders do not dictate them around (A2). This suggests that there is evidence of autocratic leadership, and the mean value was significant (M=1.87; SD=0.344; t (22) =26.038, p<0.001)

Although 47.8% of the respondents agreed that their leaders supervise them all the time when they are doing their work (A3), however, 30.4% disagreed. The mean value measured suggests that there is a significant agreement that the leaders supervise the respondents all the time when they are doing their work, with the mean value given as (M=1.74; SD=0.810; t (22) =10.297, p<0.001).

There is a significant disagreement from most of the respondents regarding the statement that their leaders do not spy on them to see whether they perform their tasks (A4), with the mean value given as (M=2.17; SD=0.717; t (22) =14.544, p<0.001).

Table 4.2: Responses to the Autocratic Styles

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
My leaders do not allow to express my opinions	A 1	14 (60.9)	4 (17.4)	5 (21.7)	- (-)	1.61 (0.839)	9.1 98	22	<.001*
My leaders do not dictate me around	A2	3 (13.0)	20 (87)	- (-)	- (-)	1.87 (0.344)	26.038	22	<.001*
My leaders supervise me all the time when I am doing my work	A3	11 (47.8)	7 (30.4)	5 (21.7)	- (-)	1.74 (0.810)	10.297	22	<.001*
Leaders do not spy on me to see whether I perform my tasks	A4	3 (13.0)	14 (60.9)	5 (21.7)	1 (4.3)	2.17 (0.717)	14.544	22	<.001*

4.4.1.2 Participative leadership styles

The perception of the respondents on participative leadership styles is given in Table 4.3. and the following detailed analysis is noted:

- There is a significant agreement among the majority (78.3%) of the respondents that their leaders do not share the authority of decision-making with them (P1), with the mean value given as (M=1.26; SD=0.541; t (22) =11.181, p<0.001). This suggests the absence of participative leadership.
- There is a significant agreement among the majority (73.9%) of the respondents that is included in finding solutions by their leaders motivate them (P2), with the mean value given as (M=1.52; SD=1.039; t (22) =7.026, p<0.001). This suggests that the participative leadership style motivates employees.
- There is a significant agreement among the majority (69.6%) of the respondents that being encouraged by their leader to be innovative enables their creativity (P3), with the mean value given as (M=1.61; SD=1.033; t (22) =7.468, p<0.001). This suggests that leaders engaging with their subordinates spurthe creativity of the latter.
- There is a significant agreement among the majority (73.9%) of the respondents that working with them as their leader ensures they provide effective service to clientele (P4), with the mean value given as (M=1.61; SD=1.033; t (22) =7.468, p<0.001). This suggests that leaders' collaboration with their subordinates promotes job efficiency.

Table 4.3: Responses to the Participative Leadership Styles

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
-	P1	18 (78.3)	4 (17.4)	1 (4.3)	- (-)	1.26 (0.541)	11.181	22	<.001 *
Being included in finding solutions by my leader motivates me	P2	17 (73.9)	3 (13.0)	- (-)	3 (13.0)	1.52 (1.039)	7.026	22	<.001 *
Being encouraged by my leader to be innovative enables my creativity	P3	16 (69.6)	2 (8.7)	3 (13.0)	2 (8.7)	1.61 (1.033)	7.468	22	<.001 *
Working with me as my leader ensures that I provide effective service to clientele	P4	17 (73.9)	2 (8.7)	2 (8.7)	2 (8.7)	1.52 (0.994)	7.432	22	<.001 *

4.4.1.3 Free-rein leadership styles

The perception of the respondents on free-rein leadership styles is given in Table 4.4. There is a significant agreement among the majority (78.3%) of the respondents that allowing them to be creative as their leader enables their problem-solving skills talents to be effective (F1), with the mean value given as (M=1.43; SD=0.843; t (22) =8.158, p<0.001). This suggests the absence of participative leadership. This suggests that free-rein leadership promotes employees problem-solving skills. Although 30.4% of the respondents agreed that leaders spent all their working hours

at the office without checking on them (F2), however, 39.1% disagreed with this, with the mean suggesting a significant disagreement (M=2.04; SD=0.878; t (22) =18.642, p<0.001). There is a significant disagreement from the majority (65.2%) of the respondents regarding the statement that leaders do not interfere with their working procedures (F3), with the mean value given as (M=2.04; SD=0.878; t (22) =18.642, p<0.001). Nevertheless, there is significant agreement that the disengagement of their leaders allow them to work as they please, with the mean value given as (M=1.91; SD=0.996; t (22) =9.211, p<0.001). In summary, although there is evidence of free-rein leadership styles (F1 and F4), nonetheless, the employees are still effectively supervised and monitored (F2 and F3).

Table 4.4: Responses to the Free-Rein Styles

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
Allowing me to be creative as my leader enables my problem-solving skills talents to be effective	F1	17 (73.9)	3 (13.0)	2 (8.7)	1 (4.3)	1.43 (0.843)	8.158	22	<.001 *
Leaders spend all their working hours at the office without checking on us.	F2	7 (30.4)	9 (39.1)	6 (26.1)	1 (4.3)	2.04 (0.878)	11.163	22	<.001 *
Leaders does not interfere with my working procedures	F3	2 (8.7)	15 (65.2)	6 (26.1)	- (-)	2.13 (0.548)	18.642	22	<.001 *
Disengagement of my leaders allow me to work as I please	F4	11 (47.8)	4 (17.4)	7 (30.4)	1 (4.3)	1.91 (0.996)	9.211	22	<.001 *

4.4.1.4 Grand mean contingency approach leadership styles

Figure 4.5 illustrates the most prevalent contingency approach leadership styles. Based on the grand mean value measured, participative leadership style was the most prevalent while free-rein the least prevalent.

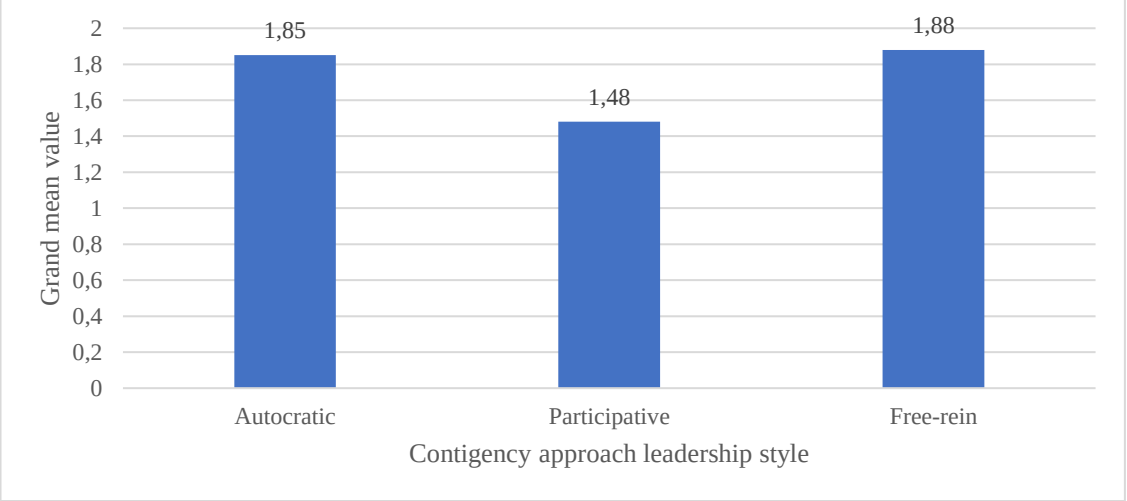


Figure 4. 5: Prevalent Contingency Style (n=23)

4.4.2 Path-goal leadership styles

The section focuses on the responses to the path-goal leadership styles at the Belair hotel. The path-goal leadership styles were examined under four constructs, namely directive leadership styles, supportive leadership styles, participative leadership styles, and achieved-oriented leadership styles.

4.4.2.1 Directive leadership styles

The perception of the respondents on directive leadership styles is given in Table 4.5. There is a significant disagreement from the majority (60.9%) of the respondents regarding the premise that their leaders clearly explain departmental goals (D1), with the mean value given as (M=1.83; SD=0.717; t (22) =12.217, p<0.001). This suggests the absence of a directive leadership style. There is a significant agreement among 56.5% of the respondents that the rules of task completion are not provided to them by the leaders (D2), with the mean value given as (M=1.52; SD=0.665; t (22) =10.969, p<0.001). This also reinforced the lack of directive leadership in the hotel.

Furthermore, 43.5% of the respondents agreed that the existing leaders provided them with guidance on how to use the department equipment (D3), nonetheless, more (47.8%) disagreed, with the mean value suggesting a significant disagreement (M=1.65; SD=0.647; t (22) =12.241, p<0.001). This is concerning and reflects the lack of orientation for employees on how to use department equipment. Hence, it was not surprising that there was significant agreement among 56.5% of the participant who believed that their leaders do not motivate them to be dedicated to completing their tasks. This is a problem that requires urgent attention from the management of the hotel as it suggests that lack of directives and proper orientation of organisation goals (D1), tasks (D2) and directives (D3) ultimately result in demotivation (D4).

Table 4.5: Responses to the Directive Leadership Styles

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
My leaders clearly explain departmental goals	D1	7 (30.4)	14 (60.9)	1 (4.3)	1 (4.3)	1.83 (0.717)	12.217	22	<.001 *
The rules of tasks completion are not provided to me by my leaders	D2	13 (56.5)	8 (34.8)	2 (8.7)	- (-)	1.52 (0.665)	10.969	22	<.001 *
The existing leaders provide me with guidance on how to use the departmental equipment	D3	10 (43.5)	11 (47.8)	2 (8.7)	- (-)	1.65 (0.647)	12.241	22	<.001 *
Leaders do not motivate me to be dedicated to completing my tasks]	D4	13 (56.5)	8 (34.8)	2 (8.7)	- (-)	1.52 (0.665)	10.969	22	<.001 *

4.4.2.2 Supportive leadership styles

The perception of the respondents on supportive leadership styles is given in Table 4.6. and the following interpretation is noted:

- There is a significant disagreement from the majority (82.6%) of the respondents regarding the premise that their leaders motivate them to be teachable so that they can advance my career (S1), with the mean value given as ($M=2.00$; $SD=0.426$; $t(22)=22.494$, $p<0.001$). This is concerning to the organisation as it suggests a lack of support for employee career advancement by the leaders.
- There is a significant disagreement from the majority (73.9%) of the respondents regarding the statement that leaders reach out to them when they are bothered by something (S2), with the mean value given as ($M=2.09$; $SD=0.596$; $t(22)=19.449$, $p<0.001$). The finding suggests the absence of emotional empathy by the leaders towards the employee mental health.
- There is a significant agreement among the respondents (69.6%) that leaders are constantly not satisfied by their performance (S3), with the mean value given as ($M=2.09$; $SD=0.515$; $t(22)=8.971$, $p<0.001$). The finding is concerning as it suggests the lack of positive appraisal of work by leaders.
- There is a significant disagreement from 65.2% of the respondents regarding the premise that leaders allow room for them to talk about their personal issues (S4, with the mean value given as ($M=1.48$; $SD=0.790$; $t(22)=16.781$, $p<0.001$). The finding suggests the absence of a social relationship between the leaders and the employees.

In summary, the data indicate that there is a lack of social support structure by the leaders. This may negatively affect the job performance of the employee (S3).

Table 4.6: Responses to the Supportive Leadership Styles

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
My leaders motivate me to be teachable so that I can advance my career	S1	2 (8.7)	19 (82.6)	2 (8.7)	- (-)	2.00 (0.426)	22.494	22	<.001 *
Leaders reach out to me when I am bothered by something	S2	2 (8.7)	17 (73.9)	4 (17.4)	- (-)	2.09 (0.596)	19.449	22	<.001 *
Leaders are constantly not satisfied by my performance	S3	16 (69.6)	3 (13.0)	4 (17.4)	- (-)	2.09 (0.515)	8.971	22	<.001 *
Leaders allow room for me to talk about my personal issues	S4	3 (13.0)	15 (65.2)	5 (21.7)	- (-)	1.48 (0.790)	16.781	22	<.001 *

4.4.2.3 Participative leadership styles

- The perception of the respondents on participative leadership styles is given in Table 4.7. There is a significant disagreement from 52.2% of the respondents regarding the premise that their leaders encourage clear communication between team members (PP1), with the mean value given as (M=1.61; SD=0.583; t (22) =13.233, p<0.001).
- There is a significant agreement among 52.2% of the respondents that leaders in their organisation organise employees into groups to maintain effectiveness (PP2), with the mean value given as (M=1.61; SD=0.722; t (22) =10.681, p<0.001). This suggests team-building efforts.

- There is a significant disagreement from the majority (82.6%) regarding the statement that their opinions are essential during the decision-making process by the leaders of the organisation (PP3), with the mean value given as (M=2.00; SD=0.426; t (22) =22.494, p<0.001). This suggests that while leaders organised employees into small groups (PP2), there is no employee consultation (PP3). This could negatively impact the group cohesion and thereby jeopardizing its ability to perform.
- There were however mixed views on the statement of leader's provision of team building sessions is a priority of my leaders to improve effectiveness. While 30.4% of the respondents agreed to this, 34.1% disagreed, and another 30.4% were neutral.

Table 4.7: Responses to the Participative Leadership Styles

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
Leaders encourage clear communication between team members	PP1	10 (43.5)	12 (52.2)	1 (4.3)	- (-)	1.61 (0.583)	13.233	22	<.001 *
Leaders in my organisation organise employees into groups to maintain effectiveness	PP2	12 (52.2)	8 (34.8)	3 (13.0)	- (-)	1.61 (0.722)	10.681	22	<.001 *
My opinions are essential during the decision-making process by leaders of the organisation	PP3	2 (8.7)	19 (82.6)	2 (8.7)	- (-)	2.00 (0.426)	22.494	22	<.001 *
Leader's provision of team building sessions is priority of my leaders to improve team effectiveness	PP4	7 (30.4)	9 (34.1)	7 (30.4)	1 (4.3)	2.00 (0.798)	12.024	22	<.001 *

4.4.2.4 Achievement-oriented leadership styles

The perception of the respondents on achievement-oriented leadership styles is given in Table 4.8. There is a significant agreement among 60.9% of the respondents that their leaders take less concern in defining tasks during tasking of staff (AO1), with the mean value given as (M=1.61; SD=0.839; t (22) =9.198, p<0.001). There is a significant agreement among 56.5% of the respondents that there is no provision of a clear deadline by the leaders of the organisation (AO2), with the mean value given as (M=1.57; SD=0.728; t (22) =10.314, p<0.001). However, 56.5% of the respondents were neutral that their leaders do not understand procedures for completing department tasks (AO3) while 26.1% agreed and 17.4% disagreed, with the mean value given as (M=2.30; SD=0.876; t (22) =12.620, p<0.001). Nevertheless, 39.1% of the respondents agreed that it is a trend by leaders to provide employees with difficult tasks to complete while 34.8% were neutral and 26.1% disagreed with it, with the mean value given as (M=1.96; SD=0.878; t (22) =10.688, p<0.001)

Table 4.8: Responses to the Achievement-Oriented Styles

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
Leaders take less concern in defining tasks during the tasking of staff]	AO1	14 (60.9)	4 (17.4)	5 (21.7)	- (-)	1.61 (0.839)	9.198	22	<.001*
There is no provision of clear deadlines by the leaders of the organisation	AO2	13 (56.5)	7 (30.4)	3 (13.0)	- (-)	1.57 (0.728)	10.314	22	<.001*

My leaders do not understand procedures for completing departmental tasks	AO3	6 (26.1)	4 (17.4)	13 (56.5)	- (-)	2.30 (0.876)	12.620	22	<.001 *
It is a trend by leaders to provide employees with difficult tasks to complete	AO4	9 (39.1)	6 (26.1)	8 (34.8)	- (-)	1.96 (0.878)	10.688	22	<.001 *

4.4.2.5 Grand mean Path-goal leadership styles

Figure 4.6 illustrates the most prevalent path-goal leadership styles. Based on the grand mean value measured, the directive leadership style was the most prevalent path-goal leadership style that is lacking in the organisation.

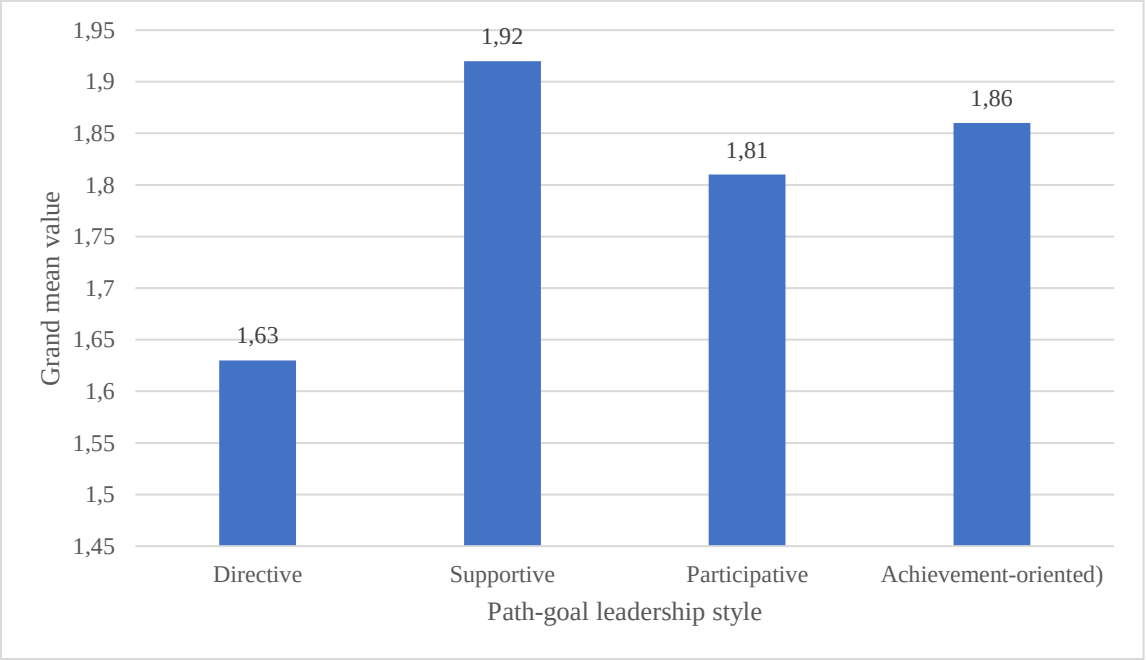


Figure 4. 6: Prevalent Path-Goal Leadership Style (n=23)

4.3.3 Situational leadership styles

The section focuses on the responses to the situational leadership styles at the Belair hotel. The situational leadership styles were examined under two constructs, namely supportive behaviour, and directive behaviour.

4.4.3.1 Supportive behaviour

The perception of the respondents on supportive behaviour leadership styles is given in Table 4.9. There is a significant disagreement from the majority (73.9%) regarding the premise that their leaders are always available to help them give the best service to customers (SB1), with the mean value given as ($M=1.91$; $SD=0.515$; $t(22)=17.828$, $p<0.001$). This indicates the absence of supportive behaviour by leaders in the organisation and should be treated as a concern. Many of the respondents (47.8%) were neutral that leaders of the organisation do not support inexperienced employees (SB2) while 34.8% disagreed and 17.4% agreed. The number of negative perceptions (that is, those who selected agree and neutral) is a concern for the organisation and paints a gloomy picture that new recruits are not given the support needed to excel in the organisation by the leaders. There is a significant disagreement from the majority (78.3%) regarding the statement that leaders avoid dictating them around as they please (SB3), with the mean value given as ($M=1.87$; $SD=0.458$; $t(22)=19.590$, $p<0.001$). This suggests that leaders dictate the employees to please their own satisfaction and may not necessarily mean for the good of the organisation. This could be supported by 43.5% of the respondents who disagreed that leaders express clear expectations towards the employees, with the mean value indicating the response was significant ($M=1.87$; $SD=0.757$; $t(22)=11.844$, $p<0.001$).

Table 4.9: Responses to the Supportive Behaviour Styles

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
My leaders are always available to help me give best service to customers	SB1	4 (17.4)	17 (73.9)	2 (8.7)	- (-)	1.91 (0.515)	17.828	22	<.001 *
Leaders of the organisation do not support inexperienced employees	SB2	4 (17.4)	8 (34.8)	11 (47.8)	- (-)	2.30 (0.765)	14.449	22	<.001 *
Leaders avoid dictating me around as they please	SB3	4 (17.4)	18 (78.3)	1 (4.3)	- (-)	1.87 (0.458)	19.590	22	<.001 *
Leaders express clear expectations towards employees	SB4	8 (34.8)	10 (43.5)	5 (21.7)	- (-)	1.87 (0.757)	11.844	22	<.001 *

4.4.3.2 Directive behaviour

The perception of the respondents on directive behaviour leadership styles is given in Table 4.10. and the following interpretation of data is noted:

- There is a significant agreement among the majority (78.3%) that their leaders prefer pointing them around without any assistance (DB1), with the mean value given as ($M=1.35$; $SD=0.775$; $t(22)=8.339$, $p<0.001$).
- There is a significant disagreement from the respondents (82.6%) regarding the premise that their leaders are always working with them in completing their tasks (DB2), with the mean value given as ($M=2.17$; $SD=0.388$; $t(22)=26.901$, $p<0.001$). This reflects a situation where leaders give heavy loads to employees without much of an attempt to aid them.
- There is a disagreement from the respondents (60.9%) regarding the statement that their leaders do not shout at them when they lack in their performances (DB3), with the mean value given as ($M=2.22$; $SD=0.600$; $t(22)=17.732$, $p<0.001$). This suggests that there is workplace bullying in the organisation. This is a concern as it contravenes the labour law of respect.
- In terms of the statement "Leaders makes the provision of annual training to help boost their knowledge" (DB4), while many of the respondents were neutral (47.9%), the number of those who disagreed (39.1%) suggests that organisation needs to do more to train their employees.

Table 4.10: Responses to the Directive Behaviour Styles

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
My leaders prefer pointing me around without any assistant	DB1	18 (78.3)	3 (13.0)	1 (4.3)	1 (4.3)	1.35 (0.775)	8.339	22	<.001 *
My leaders are always working with me in completing my tasks	DB2	- (-)	19 (82.6)	4 (17.4)	- (-)	2.17 (0.388)	26.901	22	<.001 *
My leaders do not shout at me when I lack in my performances	DB3	2 (8.7)	14 (60.9)	7 (30.4)	- (-)	2.22 (0.600)	17.732	22	<.001 *
Leaders make the provision of annual training to help boost my knowledge	DB4	3 (13.0)	9 (39.1)	11 (47.9)	- (-)	2.35 (0.714)	15.769	22	<.001 *

4.4.3.3 Grand mean situational leadership styles

Figure 4.7 illustrates the most prevalent situational leadership styles. Based on the grand mean value measured, one could draw out that employees hold negative perceptions on the two situational leadership constructs.

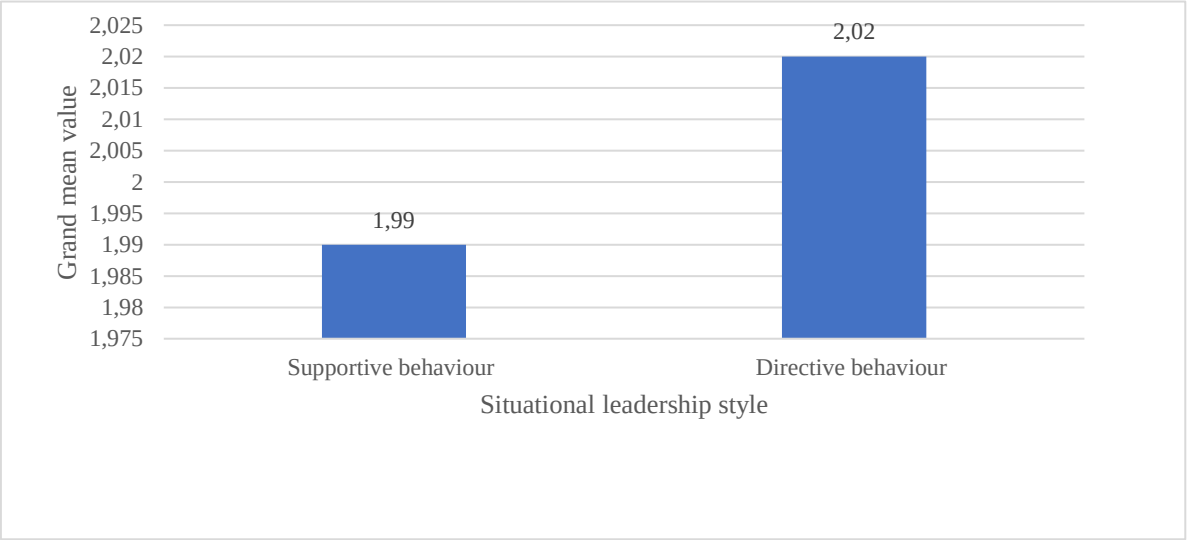


Figure 4. 7: Prevalent Situational Styles (n=23)

4.4.4 Managerial grid leadership styles

The section focuses on the responses to the managerial-grid leadership styles at the Belair Suites Hotel. The leadership styles were examined under two constructs, namely concern for production, and concern for people.

4.4.4.1 Concern for production

The perception of the respondents on concern for production leadership styles is given in Table 4.11. There is a significant agreement among the majority (69.6%) that their leaders create no systems that contribute towards productivity (C1), with the mean value given as ($M=1.35$; $SD=0.573$; $t(22)=11.285$, $p<0.001$). This is concerning, as it asserts that the organisation's lack of operating systems may negatively impact the quality of service-delivery and employee performance. The absence of an operating system may be attributed to why there is a significant disagreement from the majority (78.3%) regarding the premise that their leaders make provision of rewards when their sales are improved (C2), with the mean value given as ($M=2.13$; $SD=0.458$; $t(22)=22.323$, $p<0.001$). This may be linked to the lack of a benchmark operating system to recognise and reward employee performance. The implication of this is that it may demotivate the employees to work harder.

Although 39.1% of the respondents agreed that leaders show that they are concerned about the number of sales made more than the level of their satisfaction (C3), 30.4%, however, disagreed while 30.4% others were neutral. It can therefore be said that the majority (those who disagreed and those who were neutral) did not think the leaders in the organisation are more concerned with sales than the employee's satisfaction. Nevertheless, there is a significant agreement among the majority (95.7%) that leaders push them to complete their tasks at any cost (C4), with the mean value given as (M=1.09; SD=0.417; t (22) =12.500, p<0.001). This is concerning and may suggest employee abuse to achieve tasks. More so, the desire to complete tasks at all costs may lead to employee burnout thereby compromising their health and safety (Islam and Lee 2019: 160).

Table 4.11: Concern for Production Leadership

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**T**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
My leaders create no systems that contribute towards productivity	C1	16 (69.6)	6 (26.1)	1 (4.3)	- (-)	1.35 (0.573)	11.285	22	<.001 *
My leaders make provision of rewards when my sales are improved	C2	1 (4.3)	18 (78.3)	4 (17.4)	- (-)	2.13 (0.458)	22.323	22	<.001 *
Leaders shows that they are concerned about the number of sales made more than the level of my satisfaction	C3	9 (39.1)	7 (30.4)	7 (30.4)	- (-)	1.91 (0.848)	10.817	22	<.001 *

Leaders push me to complete my tasks at any cost	C4	22 (95.7)	1 (4.3)	- (-)	- (-)	1.09 (0.417)	12.500	22	<.001 *

4.4.4.2 Concern for people (n=23)

The perception of the respondents on concern for people leadership styles is given in Table 4.12. There is a significant agreement among the majority (78.3%) that their leaders are not interested in taking care of their needs as employees (CP1), with the mean value given as (M=1.22; SD=0.518; t (22) =11.262, p<0.001). This means that there is an absence of employees' welfare and wellness in the organisation. There is a significant agreement that their leaders do not prioritise creating a conducive working environment for them as employees (CP2), with the mean value given as M=1.87; SD=0.920; t (22) =9.749, p<0.001). This is concerning when one considers that a large proportion (agreed and neutral respondents) do not think the working environment in the organisation is conducive to working efficiently. The implication of this is that it may result in a high employee turnover rate and work dissatisfaction.

Furthermore, 52.5% disagreed with the statement that leaders always minimise conflicts between co-workers (CP3). This is a problem and requires urgent attention from the organisation. Organisation conflicts may affect employee cooperation and unity thereby compromising the quality of their services. Moreover, 60.9% of the respondents were neutral when asked whether their leaders could maintain harmony between employees, whilst 13% agreed to this (CP4).

Table 4.12: Responses to the Concern for People Leadership Styles

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
My leaders are not interested in taking care of my needs as an employee	CP1	18 (78.3)	3 (13.0)	2 (8.7)	- (-)	1.22 (0.518)	11.262	22	<.001 *
My leaders do not prioritise creating a conducive working environment for me as an employee	CP2	11 (47.8)	4 (17.4)	8 (34.8)	- (-)	1.87 (0.920)	9.749	22	<.001 *
Leaders always minimise conflicts between co workers	CP3	4 (17.4)	12 (52.2)	7 (30.4)	- (-)	2.13 (0.694)	14.713	22	<.001 *
Leaders have no ability to maintain harmony between employees.]	CP4	3 (13.0)	6 (26.1)	14 (60.9)	- (-)	2.48 (0.730)	16.271	22	<.001 *

4.4.4.3 Grand mean managerial-grid leadership styles

Figure 6.8 illustrates the most prevalent managerial-grid leadership styles. The grand mean value suggests that the concern of production was more prevalent than the concern for people. This suggests that leaders in the organisation prioritise production over people's welfare in the hotel.

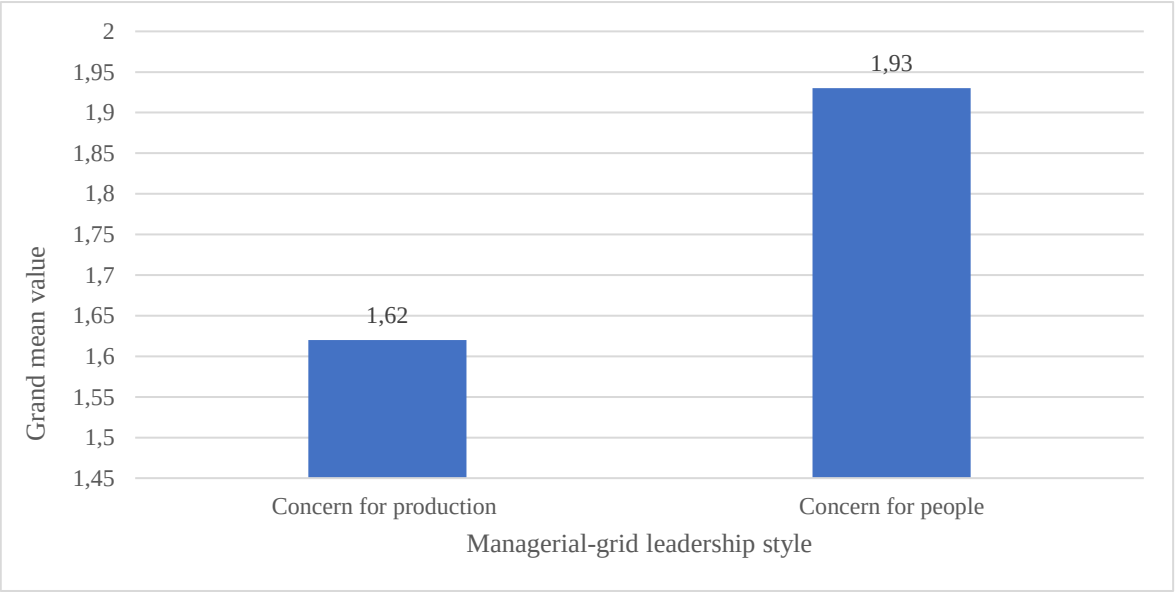


Figure 4.8: Prevalent Managerial-Grid Style (n=23)

4.5.5 Charismatic, transformational, and transactional leadership styles

The section focuses on the responses to the statements addressing charismatic, transformational, and transactional leadership styles at the Belair Suites Hotel.

4.4.5.1 Charismatic leadership style

The perception of the respondents on charismatic leadership styles is given in Table 4.13. There is a significant disagreement from the majority (73.9%) regarding the statement that their leaders encourage them to go after their dream (CH1), with the mean value given as (M=1.91; SD=0.515; t (22) =17.828, p<0.001). This indicates the lack of motivation and encouragement from the leaders to employees. Moreover, a significant number of the respondents (73.9%) agreed that their leaders do not motivate them to reach their full potential (CH2), with the mean value given as (M=1.39; SD=0.722; t (22) =9.238, p<0.001).

Furthermore, most of the respondents (91.3%) disagreed with the statement that leaders try to prepare them for promotions within the organisation (CH3), with the mean value given as (M=2.00; SD=0.302; t (22) =31.812, p<0.001). This also reflects the absence of a support structure in the organisation. Equally, most of the respondents (65.2%) agreed that leaders do not value their contributions within the organisation (CH4), with the mean value given as (M=1.52; SD=0.790; t (22) =9.235, p<0.001). This may be tantamount to discrimination against the employees by the

leaders. Given that the employees are at the forefront of service delivery, dismissing their contributions in vital issues could be counterproductive to the organisation (Tuan's 2019: 159).

In summary, the above section shows that charismatic leadership is absent in the organisation. This is evident in the lack of motivation and encouragement in the growth of the employees by the leaders (CH1 and CH2). More so, the dismissal of employees' contributions suggests the lack of inclusiveness in the decision-making process in the organisation (Tuan's 2019:159).

Table 4.13: Responses to Charismatic Leadership Styles

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**T**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
My leaders encourage me to go after my dreams	CH1	4 (17.4)	17 (73.9)	2 (8.7)	- (-)	1.91 (0.515)	17.828	22	<.001 *
My leaders do not motivate me to reach my full potential	CH2	17 (73.9)	3 (13.0)	3 (13.0)	- (-)	1.39 (0.722)	9.238	22	<.001 *
Leaders tries to prepare me for promotions within the organisation	CH3	1 (4.3)	21 (91.3)	1 (4.3)	- (-)	2.00 (0.302)	31.812	22	<.001 *
Leaders do not value my contributions within the organisation	CH4	15 (65.2)	4 (17.4)	4 (17.4)	- (-)	1.52 (0.790)	9.235	22	<.001 *

4.4.5.2 Transformational leadership style

The perception of the respondents on transformational leadership styles is given in Table 4.14. More than half (56.5%) of the respondents disagreed with the statement that leaders prioritise generating strategies that meet their development goals (TR1), with the mean value given as (M=2.09; SD=0.668; t (22) =14.976, p<0.001). This suggests the lack of transformational leadership in the organisation. For example, 60.9% agreed that the organisations' leaders use old ineffective strategies to complete tasks (TR2). This may affect the organisation's competitive edge as the inability to innovate and create ideas may see them to lose out to clients in a fast-evolving industry. The evidence of this can be supported by 65.2% who disagreed to the premise that leaders maintain the introduction of new effective operational systems from time to time (TR3). It is also agreed by a significant majority of the respondents that the organisations' leaders use incomplete systems within their department (TR4), with the mean value given as (M=1.61; SD=0.891; t (22) =8.656, p<0.001).

T**able 4. 14:** Responses for the Transformational Leadership Styles

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
Leaders priorities in generating strategies that meets my developmental needs]	TR1	4 (17.4)	13 (56.5)	6 (26.1)	- (-)	2.09 (0.668)	14.976	22	<.001 *
The organisations leaders use old ineffective strategies to complete tasks.	TR2	14 (60.9)	2 (8.7)	7 (30.4)	- (-)	1.70 (0.926)	8.781	22	<.001 *
Leaders maintain the introduction of new effective operational systems from time to time	TR3	1 (4.3)	15 (65.2)	7 (30.4)	- (-)	2.26 (0.541)	20.049	22	<.001 *

The organisations leaders use incompetent systems within my department]	TR4	15 (65.2)	2 (8.7)	6 (26.1)	- (-)	1.61 (0.891)	8.656	22	<.001 *

4.4.5.3 Transactional leadership style

The perception of the respondents on transformational leadership styles is given in Table 4.15. More than half (65.2%) of the respondents agreed that leaders assess their performance from time to time (TS1), with the mean value given as (M=1.48; SD=0.730; t (22) =9.705, p<0.001). There is significant agreement among the respondents (87%) that leaders do not provide rewards to employees that outdo others with regard to performance, with the mean value given as (M=1.22; SD=0.600; t (22) =9.735, p<0.001). Nevertheless, 65.2% of the respondents agreed that their leaders use punishments on employees that did not perform well (TS3). This is a contradictory practice by the leaders in the organisation, as they fail to reward outstanding employees (TS2) but punish poor performing employees (TS3). The plausible reasons for this may be linked to keeping the employees in check and in control. It was also found that 56.5% agreed that leaders provide no education to employees about the department culture (TS4). This is concerning as lack of familiarity with the organisational culture may affect the behaviour and performance of the employees. As such, the organisation must ensure leaders orientate employees on the norms and culture of the organisation.

T**able 4.15:** Responses to the Transactional Leadership Styles

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
Leaders assess my performance from time to time	TS1	15 (65.2)	5 (21.7)	3 (13.0)	- (-)	1.48 (0.730)	9.705	22	<.001 *
Leaders do not provide rewards to employees that outstand others performance	TS2	20 (87.0)	1 (4.3)	2 (8.7)	- (-)	1.22 (0.600)	9.735	22	<.001 *
My leaders use punishments to employees that do not perform well	TS3	15 (65.2)	5 (21.7)	3 (13.0)	- (-)	1.48 (0.730)	9.705	22	<.001 *
My leaders provide no education to employees about our departmental culture	TS4	13 (56.5)	4 (17.4)	6 (26.1)	- (-)	1.70 (0.876)	9.287	22	<.001 *

4.4.5.4 Grand mean value among charismatic, transformational, and transactional leadership styles

Figure 4.9 illustrates the most prevalent leadership styles among charismatic, transformational, and transactional leadership styles. The grand mean value suggests that transactional leadership partially exists in the organisation when compared to others.

4.4.6 Comparison analysis in the leadership styles (n=23)

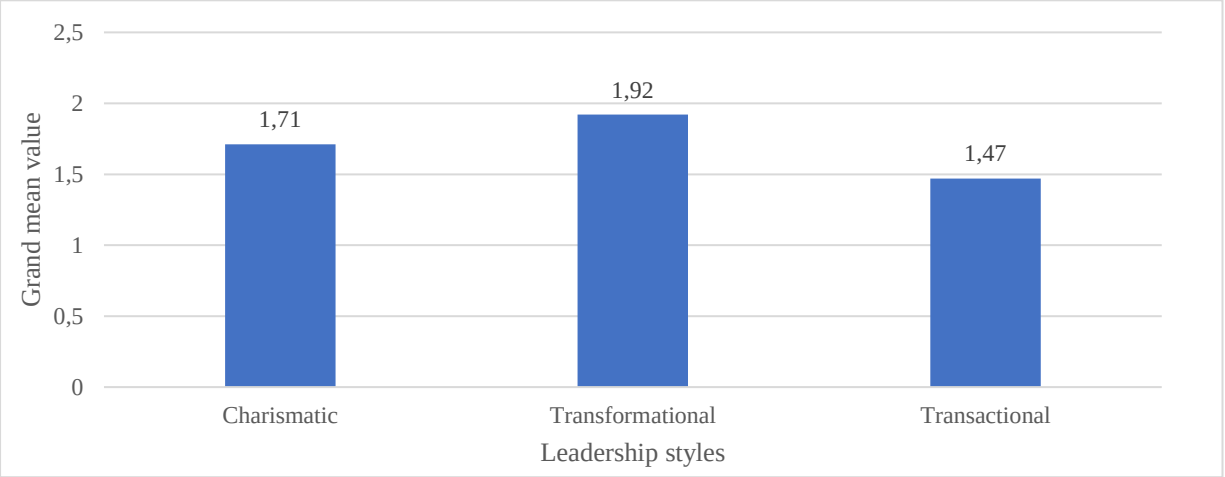


Figure 4.9: Prevalent among Charismatic, Transformational & Transactional Styles (n=23)

The mean, standard deviation, and ANOVA values are given in 4.16 for the quantitative analysis which addresses general employee's perception of leadership styles adopted in the establishment. The ANOVA value indicates that there are no differences in the type of leadership styles in the organisation (P>0.05). This suggests that the leadership styles in the organisation are the same.

Table 4.16: ANOVA Test Showing Comparison in the Leadership Styles

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		ANOVA
					Lower Bound	Upper Bound	
Contingency	12	1.7342	.29069	.08391	1.5495	1.9189	0.210
Path-goal	16	1.8025	.25917	.06479	1.6644	1.9406	
Situational	8	2.0050	.32820	.11604	1.7306	2.2794	

Managerial-grid	8	1.7725	.49773	.17597	1.3564	2.1886	
Charismatic	4	1.7050	.29580	.14790	1.2343	2.1757	
Transformational	4	1.9150	.31032	.15516	1.4212	2.4088	
Transactional	4	1.4700	.19630	.09815	1.1576	1.7824	

From the quantitative data analysis, it emerged that there was a mixed perception by employees on the prominent leadership style on your establishment, in attempting to address the gap in understanding the actual leadership style adopted in the establishment, Theme 1: Leadership style approach and interaction was adapted from the following question which asked to 6 general employees of the establishment: what kind of leadership styles do you normally experience from your leaders on daily basis?

4.4.5 Subtheme 1.1: Instructional Leadership

From the interview with the employees, the presence of instructional leadership style was hinted by two of the participants. The presence of instructional leadership indicates that some leaders adopt a directive approach, providing clear instructions and expectations to employees. This style can be effective in ensuring task clarity and alignment with organizational goals. However, it may also lead to a lack of autonomy among employees if not balanced with opportunities for decision-making and creativity.

> *"Leaders comes with their own unique strategy, mostly leaders give instructions and expect employees to do the groundwork." (Employee 1)*

> *"Leaders are mostly concerned with us doing our work properly. So, they mostly just check on me regarding tasks that I must complete, nothing beyond that." (Employee 2)*

4.4.6 Subtheme 1.2: Hands-On Leadership

Hands-On Leadership was hinted by employee 3 and 4. Hands-on leadership involves leaders actively participating in daily activities alongside employees. This approach can foster a sense of camaraderie and teamwork, as leaders demonstrate their commitment and support. However, leaders must be mindful of not micromanaging and allow employees the space to demonstrate their skills and initiative.

> *"Leaders outlines tasks and sometimes they work with us on the ground, depending on how busy the day is." (Employee 3)*

> *"The leaders are very involved in what we do on daily basis." (Employee 4)*

4.4.7 Subtheme 1.3: Performance-focused Leadership

Employees 4 and 6 suggests that leaders are concern about the level of performance of the workers. This they do be constantly checking on their progress on the task at hand. Performance-focused leadership highlights the importance of leaders monitoring and evaluating employee performance. This can contribute to a culture of accountability and continuous improvement within the organization. Leaders play a crucial role in setting performance expectations, providing feedback, and offering support to help employees achieve their goals.

> *"Leaders tend to be concerned about the level of my performance." (Employee 4)*

> *"Leaders, I think they care about my performance because they always try to check up on my progress to see whether I'll meet the deadlines." (Employee 6)*

4.4.8 Subtheme 1.4: Authoritative Leadership

Employee 4 observe element of dictatorship in leadership at work, particularly when the tasks are complex. The presence of authoritative leadership suggests that some leaders may adopt a more directive and controlling approach, especially in complex or challenging situations. While authoritative leadership can provide clarity and direction, it may also stifle creativity and autonomy among employees if overused. Leaders should strive to balance authority with empathy and collaboration.

"Sometimes I find leaders to be very dictating especially when the tasks at hand are complex." (Employee 4)

4.4.9 Subtheme 1.5: Supportive Leadership

Employee 5 refers to supporting leadership. The participant notes that leaderships motivate them and hinted on them provided training to help improve job performance. Supportive leadership involves leaders providing encouragement, motivation, and training to empower employees to perform at their best. This approach can enhance employee morale, job satisfaction, and performance outcomes. Leaders should invest in developing strong relationships with their team members and create a supportive work environment where employees feel valued and empowered.

"Leaders would normally motivate me to do my job." (Employee 5)

"Sometimes leaders provide me with training to help me do better in my job." (Employee 5)

Employees perceive a mix of leadership styles within the establishment, ranging from instructional leadership, hands-on leadership, to performance-focused leadership. Some employees appreciate leaders who provide clear instructions and check on task completion, while others value leaders who actively participate in daily activities. However, there are also perceptions of authoritative leadership, particularly in complex situations, which can be seen as dictating. Nonetheless, supportive leadership is recognized by employees who feel motivated and receive training to improve their job performance. Literature supports the idea of varied leadership styles in hospitality settings. Studies have shown that a combination of directive and supportive leadership styles is often effective in motivating employees and enhancing performance (Avolio & Bass, 1991). Additionally, research highlights the importance of leaders being able to adapt their leadership style to different situations and employee needs (Northouse, 2018). This aligns with the findings that employees appreciate leaders who can provide clear instructions and support, while also allowing for autonomy and creativity in their work.

4.4.10 Association between the socio-demographic variables and the views on leadership styles

This section examines if there is an association between the quantitative survey respondents' socio-demographic variables such as age, gender, work experience, level of education, and department, and the leadership styles described above. Except for gender and path-goal leadership styles (P=0.0387), the ANOVA tests indicate that there were no significant differences between the socio-demographic variables and the respondents' views on the leadership styles in the organisation (P>0.05). In terms of Path-goal leadership styles and gender, the mean found for the male respondents (M=1.78±0.21) was lower when compared with that of the females (M=1.85±0.21). This suggests that males agreed to the statements measuring path-goals leadership, more than the female respondents.

Table 4.17: Association Between Socio-demographic Variables & Leadership Styles

Socio-demographic	**Contingency**	**Path-goal**	**Situational**	**Managerial**	**Charismatic**	**Transformational**	**Transactional**
	M±SD	M±SD	M±SD	M±SD			
Gender							
Male	1.83±0.34	1.78±0.21	1.99±0.17	1.79±0.16	1.73±0.33	1.95±0.44	1.57±0.28
Female	1.61±0.14	1.85±0.17	2.03±0.15	1.75±0.30	1.67±0.35	1.86±0.33	1.31±0.35
Sig.	0.102	0.0387**	0.608	0.702	0.657	0.625	0.058
Department							
Waitron	1.76±0.24	1.86±0.18	2.02±0.18	1.80±0.18	1.75±0.35	1.93±0.40	1.52±0.34

Chef	1.75±0.42	1.75±0.22	2.00±0.14	1.79±0.17	1.58±0.20	1.92±0.34	1.42±0.26
Mixologist	1.73±0.30	1.74±0.21	1.98±0.18	1.71±0.34	1.75±0.42	1.88±0.49	1.42±0.41
Sig.	0.989	0.369	0.876	0.729	0.598	0.964	0.762
Work experience							
Less than year	1.79±0.41	1.91±0.49	2.19±0.89	1.69±0.27	2.25±0.35	2.13±0.88	1.75±0.35
1-4 years	1.70±0.15	1.83±0.15	2.05±0.14	1.58±0.19	1.55±0.27	1.80±0.45	1.25±0.35
5-9 years	1.83±0.38	1.90±0.29	2.01±0.15	1.91±0.21	1.72±0.34	2.03±0.26	1.61±0.25
10-15 years	1.67±0.28	1.63±0.13	1.91±0.17	1.79±0.17	1.64±0.24	1.79±0.39	1.36±0.32
Sig.	0.763	0.038	0.145	0.056	0.071	0.511	0.098
Qualification							
No matric	1.67±0.00	1.56±0.00	1.75±0.00	1.50±0.00	1.50±0.00	1.50±0.00	1.00±0.00
Only Matric	1.86±0.36	1.81±0.20	2.04±0.19	1.85±0.16	1.75±0.32	2.04±0.40	1.48±0.34
Higher Certificate	1.75±0.12	1.81±0.17	1.96±0.19	1.71±0.51	1.83±0.58	1.75±0.25	1.50±0.50
Diploma	1.56±0.00	1.79±0.23	2.02±0.05	1.73±0.15	1.63±0.31	1.88±0.44	1.50±0.27
Degree/ Postgraduate	1.75±0.30	1.74±0.00	1.88±0.00	1.63±0.00	1.50±0.00	1.50±0.00	1.50±0.00

Sig.	0.416	0.770	0.427	0.467	0.813	0.432	0.753

4.5 Leadership styles versus productivity survey among the jobs

The section examines the respondent's view on how leadership styles impact productivity. The questions in this section were constructed around the context of the job titles, which are titles found within the food and beverage department of a hotel. Those jobs are namely waitrons, mixologists, and chefs.

4.5.1 Leadership style versus sales and employee performance

The perception of the waitrons, mixologist, and chefs on how leadership style impacts sales and employee performance are detailed below.

4.5.1.1 Waitron - sales and employee performance

The perception of the waitrons on what impact they believe leadership styles have on sales and employee performance is given in Table 4.18. The mean values measured in statements (WS1-WS3) suggest a significant number of the waitrons indicated "not applicable" in their responses. This means that a significant number of the respondents believed that the statements did not apply to them. Nevertheless, for statement WS1, for example, 26.1% disagreed to the premise that they deliver more than the expected number of orders in an hour during peak seasons, whilst 13% agreed to this. This suggests that only a few of the waitrons deliver more than expected, and this could be a concern for the organisation. Although a slightly higher number (17.4%) agreed that they deliver more than the expected number of orders during dry seasons, 21.7% disagreed (WS2). This shows that more of the participants believed that they performed better during dry seasons rather than during peak periods. The probable explanation for this may be employee burnout from work overload (Bhasin 2020: 1). The low delivery during the peak period may also be connected to a lack of motivation. It was found that 26.1% of the respondents agreed that nothing motivates them to work up to their abilities. This also reflects poor leadership styles management.

T**able 4.18:** Leadership Styles on Sales and Employee Performance by Waitrons

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
I deliver more than expected orders in an hour during peak seasons	WS1	3 (13.0)	6 (26.1)	1 (4.3)	13 (56.5)	3.04 (1.186)	12.305	22	<.001 *
I deliver more than expected orders during dry seasons	WS2	4 (17.4)	5 (21.7)	1 (4.3)	13 (56.5)	3.00 (1.243)	11.573	22	<.001 *
Nothing motivates me to work up to my ability	WS3	6 (26.1)	1 (4.3)	3 (13.0)	13 (56.5)	3.00 (1.314)	10.947	22	<.001 *

4.5.1.2 Mixologist - sales and employee performance

The perception of the mixologist on the impact that leadership styles have on sales and employee performance is given in Table 4.19. The mean values measured in statements (MS1-MS3) suggest that a significant number of the mixologist indicated “not applicable”. This means that a good number of the respondents believed that the statements did not apply to them. Nevertheless, for statement MS1, for example, 17.1% disagreed to the statement that they serve more than the expected number of drinks in an hour during peak seasons under the current leadership, whilst only 8.7% agreed to this. This suggests that only a few of the mixologists serve more than the expected number of drinks, and this should be a concern for the organisation. Similar views were found for statement MS2. This shows that the mixologists’ work rate during the peak season and dry season is the same. The plausible explanation for this may be attributed to poor management by the leaders (Kearney 2020: 1). For instance, some of the mixologists agreed (17.4%) that they are not encouraged by their leader to put in an extra effort to serve as many customers as they can when compared to 4.3% that disagreed.

Table 4.19: Leadership Styles on Sales and Employee Performances by Mixologist

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
I serve more than expected drinks in an hour during peak up seasons under the current leadership	MS1	2 (8.7)	4 (17.4)	- (-)	17 (73.9)	3.39 (1.076)	15.113	22	<.001 *
I am motivated to serve more than expected drinks in an hour during both peak and dry seasons	MS2	2 (8.7)	4 (17.4)	- (-)	17 (73.9)	3.39 (1.076)	15.113	22	<.001 *
I am not encouraged by my leader not to put an extra effort to serve as many customers as I can	MS3	4 (17.4)	1 (4.3)	1 (4.3)	17 (73.9)	3.35 (1.191)	13.478	22	<.001 *

4.5.1.3 Chefs - sales and employee performance

The perception of the chefs on the impact that leadership styles have on sales and employee performance is given in Table 4.20. The mean values measured in statements (CS1-CS3) suggest that a significant number of the chefs indicated “not applicable”. This means that many of the chefs believed that the statements did not apply to them. Nevertheless, for statement CS1, for example, 21.7% disagreed to the statement that they prepared more than the expected number orders in an hour during peak seasons while only 8.7% agreed to this. This suggests that only a few of the chefs prepare more than expected. This may be connected to fact that chefs are not encouraged to make more than the anticipated orders during dry seasons (CS2) as 21.7% agreed to this when compared to the 8.7% that disagreed. What is concerning, is that 30.4% of the chefs agreed that there is no supervision in preparing orders both in the dry season and peak season (CS3).

Table 4.20: Leadership Styles on Sales and Employee Performance by Chefs

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
I prepare more than expected orders in an hour during peak up seasons.	CS1	2 (8.7)	5 (21.7)	- (-)	16 (69.6)	3.30 (1.105)	14.339	22	<.001 *
I am not encouraged to make more than anticipated orders during dry seasons	CS2	5 (21.7)	2 (8.7)	- (-)	16 (69.6)	3.17 (1.302)	11.689	22	<.001 *
There is no supervision in preparing orders both in dry-season and pick-up season	CS3	7 (30.4)	- (-)	- (-)	16 (69.6)	3.09 (1.411)	10.489	22	<.001 *

Additionally, an attempt to identify a clear perception on employee performance was made through interviews for the 6 of the departments three sectional working areas including kitchens, bar area, and restaurant front of house section.

4.5.1.4 Theme 3: Workplace Happiness and Satisfaction

Excluding the influence of personal challenges, how often are you happy at work?

4.5.1.4.1 Subtheme 3.1: Team Influence on Happiness

Employee 2 expresses consistent happiness with their job, attributing it to having a good team. This suggests that positive team dynamics play a crucial role in shaping their overall work experience and contributing to their job satisfaction. The employee's excitement about coming to work indicates a positive attitude and engagement with their role and colleagues.

"Most of the time, I am happy with my job, and I am excited about coming to work. I do believe that is influenced by having a good team." (Employee 2).

Employee 3's happiness at work appears to be variable, depending on the team they are working with. This suggests that their work experience is heavily influenced by the dynamics within their team. While they may experience periods of happiness, fluctuations in team dynamics can impact their overall job satisfaction and enthusiasm for work.

"Sometimes I am happy, sometimes I am not excited at all about coming to work. It all depends on the team I am working with." (Employee 3).

The above sentiment is also shared by employees 5 and 6 who allude the significant impact of their team on their happiness at work. They indicate that specific colleagues and managers positively influence their work experience, leading to increased happiness and satisfaction.

"It all depends on who is on the team for my shift, some employees and managers I really work with and I am always happy to come to work."(Employee 5).

"When working with a certain team of leaders, it becomes better and exciting." (Employee 6).

On the other hand, employee 4 expresses a high level of excitement about coming to work, attributing it to their love for their job. This suggests that their intrinsic motivation and passion for their role drive their happiness at work. Their positive attitude indicates a strong sense of job satisfaction and fulfilment derived from their work responsibilities.

"I am mostly excited about coming to work. I guess that is because I love my job." (Employee 4)

The above findings align with existing research on workplace happiness and satisfaction. Studies have consistently shown that positive relationships with colleagues and leaders significantly contribute to employee happiness and job satisfaction (Judge et al., 2001; Bakker et al., 2008). Employees who perceive their work environment as supportive, collaborative, and inclusive tend to report higher levels of happiness and overall job satisfaction (Dirkx et al., 2019).

4.5.1.4.2 Subtheme 3.2: Job Satisfaction

Job satisfaction is closely linked to factors such as autonomy, opportunities for growth and development, and recognition for achievements (Spector, 1997). Employees who feel valued, challenged, and empowered in their roles are more likely to experience greater job satisfaction and, consequently, higher levels of happiness at work (Locke, 1976). This position is supported by the views of employee 4. Employee 4's response highlights the significant impact of interpersonal relationships on their work experience. The participant expresses discomfort and dissatisfaction when working with people he does not get along with, indicating that conflicts or strained relationships negatively affect their job satisfaction. This suggests that their happiness at work is influenced by the quality of relationships within their team, with unfavourable dynamics leading to a less enjoyable work experience.

> *"I do find it unpleasant coming to work with people that I do not get along with."(Employee 4).*

However, employee 1's response reflects a pragmatic and task-oriented approach to work. The employee reveal is primary motivation for working is the necessity to do so, rather than deriving happiness from their job or colleagues. This suggests a sense of duty and responsibility towards their job, prioritizing their work obligations over personal happiness.

> *"That is tricky. I work because I must work, I do not think I am happy about anything or anyone, I also do not think I am mad at anything. I care more about my job than anything." (Employee 1).*

4.5.2.1 Leadership style vs customer satisfaction

The perception of the waitrons, mixologist, and chefs on how leadership style impacts customer satisfaction is detailed below.

4.5.2.1 Waitron - customer satisfaction

The perception of the waitrons on the impact that leadership styles have on customer satisfaction is given in Table 4.21. The mean values measured in statements (WCS1-WCS3) suggest a

significant number of the waitron indicated “not applicable”. This means that a number of the respondents believe the statements did not apply to them. Nevertheless, for statement WCS1, for example, 26.1% agreed that they have a lot of customers who are consistent in visiting the restaurant and asking for their services per week, whilst 8.7% disagreed with this. It can be said that there is customer satisfaction in the services rendered by some of the waitrons. This is evident in the repeat visits to the restaurant by some customers. It is a concern for the organisation that 39.1% agreed that they have not been trained by their leaders on the importance of customer satisfaction (WCS2). This could help explain why many (39.1%) had a negative view (disagreed and neutral responses) that customers show gratitude for their excellent services (WCS3).

Table 4.21: Waitrons Views of Leaders Impact on Sales and Customer Satisfaction

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
I have a lot of customers who are consistent in visiting the restaurant and asking for my services per week	WCS 1	6 (26.1)	2 (8.7)	2 (8.7)	13 (56.5)	2.96 (1.331)	10.655	22	<.001 *
I have not been trained by my leaders on the importance of customer satisfaction	WCS 2	9 (39.1)	1 (4.3)	- (-)	13 (56.5)	2.74 (1.484)	8.853	22	<.001 *
Customers are always showing gratitude about my excellent service	WCS 3	1 (4.3)	5 (21.7)	4 (17.4)	13 (56.5)	3.26 (0.964)	16.226	22	<.001 *

4.5.2.2 Mixologist - customer satisfaction

The perception of the mixologists on the impact leadership styles have on customer satisfaction is given in Table 4.22. The mean values measured in statements (MCS1-MCS3) suggest a significant number of the mixologists indicated "not applicable". This means that a number of the respondents believe the statements did not apply to them. Nevertheless, for statement MCS1, for example, 21.7% agreed that they normally come across familiar faces that visit the bar section and ask for the same beverages. It can be said that there is some customer satisfaction in the services rendered by some of the mixologists. This is evident in the repeated requests for the same beverages by the same customers over different days. Nevertheless, and of critical concern for the organisation, is that some (4.3%) agreed that they do not understand the importance of rendering excellent services to bar customers (WCS2). True to this, a similar number (4.3%) agreed that they are hardly encouraged to be responsive to customers' conversations (WCS3). While these numbers are very low, it also reflects an important aspect of service delivery. Unsatisfied customers could be disastrous, particularly for a service organisation like the hotel as they rely on customers to market the hotel via recommendations (Islam and Jee 2020: 1).

Table 4.22: Mixologists Views of Leadership Impact on Sales and Customer Satisfaction

Item		**Responses as Frequency (%) (N=23)**				**Mean**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A	**(SD)**			
I normally come across familiar faces that visit the bar section and asks for the same beverages	MCS 1	5 (21.7)	- (-)	1 (4.3)	17 (73.9)	3.30 (1.259)	12.587	22	<.001 *

I do not understand the importance of rendering excellent service to bar-customers	MCS 2	1 (4.3)	3 (13.0)	2 (8.7)	17 (73.9)	3.52 (0.898)	18.809	22	
I am hardly encouraged to be responsive to customers conversations	MCS 3	1 (4.3)	1 (4.3)	4 (17.4)	17 (73.9)	3.61 (0.783)	22.111	22	

4.5.2.3 Chefs - customer satisfaction

The perception of the chefs on the impact that leadership styles have on customer satisfaction is given in Table 4.23. The mean values measured in statements (CCS1-CCS3) suggest a significant number of the chefs indicated “not applicable”. 21.7% disagreed with the statement that they always get complaints about poorly cooked meals, and no one agreed to the statement. This reflects that the chefs are good at what they do. Despite this, only 4.3% agreed that they usually get good compliments about the food that they prepare (CCS1). This is evident in the repeated requests for the same meals by the customer. It could also be assumed that the customers are frugal in dishing out compliments. Another probable reason for this may be the delay in preparing the meal, according to 13% of the respondents who agreed that customers always complain about the time they take to cook meals (CCS3). It is therefore of interest to the organisation that both customers and chefs are educated on the duration it takes to prepare meals. This will help in preventing dissatisfied customers.

Table 4.23: Chef's Views of Leadership's Impact on Sales and Customer Satisfaction

Item		Responses as Frequency (%) (N=23)				Mean (SD)	T	Df	p-value
		Agree	.	Neutral	N/A				
I always get complaints about poorly cooked meals	CCS1	- (-)	5 (21.7)	2 (8.7)	16 (69.6)	3.48 (0.846)	19.722	22	<.001 *
Usually, I get good compliments about the food that I prepare	CCS2	1 (4.3)	1 (4.3)	5 (21.7)	16 (69.6)	3.57 (0.788)	21.705		<.001 *
Customers always complain about the time I take to cook meals	CCS3	3 (13.0)	2 (8.7)	2 (8.7)	16 (69.6)	3.35 (1.112)	14.435		<.001 *

Additionally, an attempt to identify a clear perception on customer satisfaction was made through interviews for the 6 of the departments three sectional working areas including kitchens, bar area, and restaurant front of house section.

4.5.2.4 Theme 4: Customer Perceptions and Feedback

This theme answered the question that aim to know the perception of customers about the service of your establishment.

4.5.2.4.1 Subtheme 4.1: Compliments on Service Quality

The responses from employees reveal a generally positive perception of customers regarding the service quality of the establishment, highlighting a consistent trend of compliments and satisfaction. Employees acknowledge that customers frequently praise the service provided, emphasizing aspects such as efficiency, quality, and overall satisfaction. This positive feedback

suggests that the establishment has been successful in meeting or exceeding customer expectations in terms of service delivery.

> *"I think that I have heard a lot of our customers complementing that our service is good." (Employee 1).*
>
> *"They normally say we provide good service, and we are good at what we do, especially our food gets the most compliments."(Employee 4).*
>
> *"My customers are mostly happy with the service provided to them." (Employee 6).*
>
> *"Although we get customer complaints from time to time, our customers view that we provide the best service."(Employee 2).*
>
> *"Our customers are usually happy about the service we provide. I believe that also other places do have negative comments from customers, just as we also do."(Employee 3).*

4.5.2.4.2 Subtheme 4.2: Resolution of Complaints

Additionally, the employees recognize the importance of addressing customer complaints promptly and effectively. While most of the feedback is positive, there are occasional instances of complaints, particularly regarding slow service or customers being left unattended. However, the employees demonstrate a proactive approach to resolving issues, indicating a commitment to ensuring customer satisfaction and maintaining high service standards.

> *"If there are any complaints, I always try to sort it out the best way suitable."(Employee 4).*
>
> *"However, complaints have been there about slow service and customers left unattended to."(Employee 6).*

Overall, the findings suggest that the establishment has succeeded in creating a positive customer experience, as evidenced by the prevalence of compliments and the effective resolution of complaints. Literature supports the significance of customer perceptions and feedback in shaping service quality and customer satisfaction. Studies emphasize the importance of actively seeking and responding to customer feedback to identify areas for improvement and enhance overall service delivery (Ladhari, 2009). Moreover, research suggests that addressing customer complaints effectively can lead to increased customer loyalty and positive word-of-mouth referrals, ultimately contributing to business success (Hart, Heskett, & Sasser, 1990). Therefore, the proactive approach

demonstrated by employees in addressing customer complaints aligns with best practices in service management and customer relationship management.

In summary, Figure 4.10, adapted from quantitative analysis provides visible evidence that the waitrons, mixologists, and chefs mostly indicated that the statements addressing the impact of leadership styles on sales, employee performance as well as customers satisfaction did not apply to them. The graph also shows that waitron mostly disagreed regarding the statements on customers satisfaction, sales, and employee performance whilst the mixologist mainly thinks the statements did not apply to them.

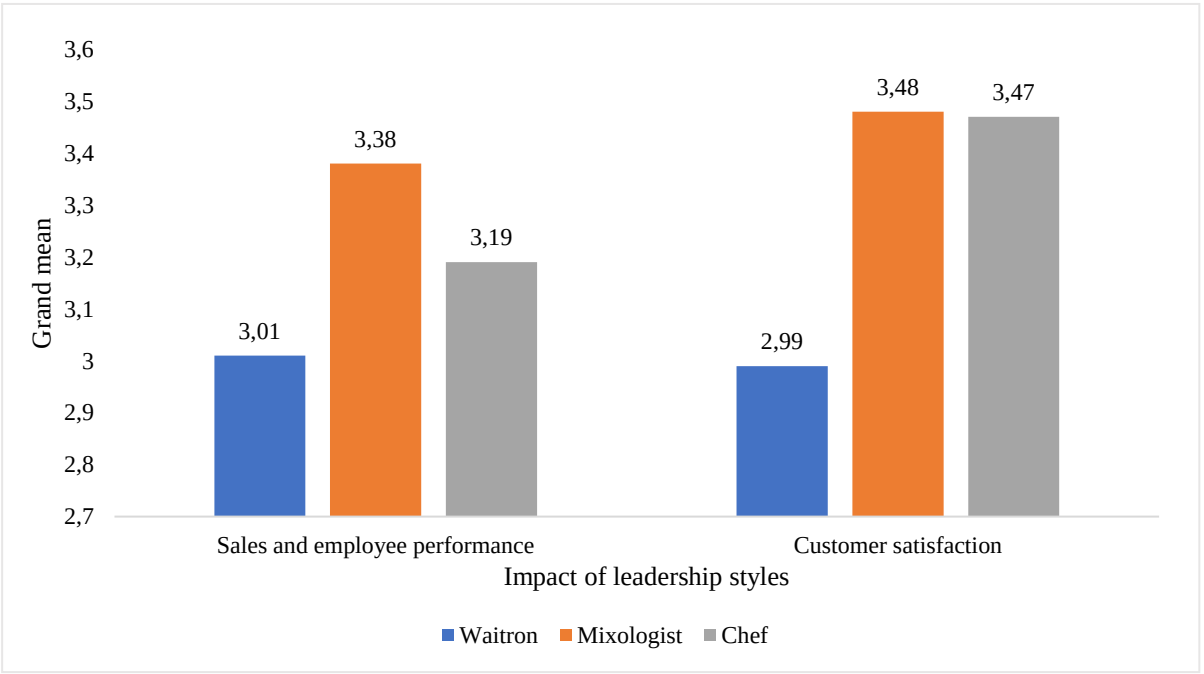


Figure 4.10: Impact of Leadership Styles on Sales, Employee performance & Customer Satisfaction (n=23)

4.6 Strategy to manage productivity.

The section examines the strategy that can be used to manage productivity at the Belair hotel according to the respondents. The suggestion by the respondents on how leaders can increase employee satisfaction was detailed first, this was then followed by how customer satisfaction can be achieved.

4.6.1 Employee suggestion on how leaders can increase employee satisfaction.

From the analysis, five different strategies on how leaders can increase employee satisfaction were revealed.

4.6.1.1 Incentives

The perception of the respondents on how incentives can be used as a strategy by leaders to increase employee satisfaction is given in Table 4.24. All the respondents agreed that promoting hardworking employees is a strategy (IC1) and rewarding hard-working employees (IC2) can increase employee satisfaction. This is important given that employee recognition and reward for their performance encourages them to perform better. More so, there was a significant disagreement by the majority (95.7%) with regard to the premise that not celebrating hard-working employees increases satisfaction (IC3). This suggests that employees strongly believe in the rewarding and or celebrating of their hard work. Moreover, a good number of respondents (73.9%) did not support (disagreed and neutral responses) the statement that promotes employees according to the level of satisfaction they brought to customers (IC4). This indicates that while the respondents are keen on reward and recognition of hard work, nonetheless, they do not share the view of implementing this based on the level of the customer satisfaction of the said employees. This may largely be based on customers' biases based on race and or discrimination of employees based on their gender that could compromise rewarding excellent workers for favoured workers.

T**able 4.24:** Incentives for employee satisfaction

Item		Responses as Frequency (%) (N=23)				Mean (SD)	T	Df	p-value
		Agree	.	Neutral	N/A				
Promoting hardworking employees	IC1	23 (100.0)	- (-)	- (-)	- (-)	1.00 (0.000)	-	22	<.001 *
Rewarding hard-working employees]	IC2	23 (100.0)	- (-)	- (-)	- (-)	1.00 (0.000)	-	22	<.001 *
Not celebrating hard working employees	IC3	- (-)	22 (95.7)	1 (4.3)	- (-)	2.04 (0.209)	47.000	22	<.001 *
Promoting employees according to level of satisfaction they brough to customers	IC4	5 (21.7)	6 (26.1)	11 (47.8)	1 (4.3)	2.27 (0.827)	12.890	22	<.001 *

4.6.1.2 Employee Management

The perception of the respondents on employee management as a strategy for how leaders could increase employee satisfaction is given in Table 4.25. A significant majority of the respondents disagreed with the premise that monitoring employee behaviour should not be a priority (EM1), with a mean value given as ((M=1.83; SD=0.388; t (22) =22.597, p<0.001). This suggests that the employees are strong on leaders monitoring their behaviour. Nevertheless, only 39.1% support (agreed) punishing employees that fail to behave according to contractual rules, with many

(47.8%) undecided in their view (EM2). The implication of this is that whilst employees are believers in monitoring behaviour, many are still undecided if punishment is reasonable enough for use in increasing employee satisfaction.

There is a significant agreement among the majority (69.6%) that believe that allowing employees to design their own tasks can increase employee satisfaction (EM3), with a mean value given as (M=1.39; SD=0.656; t (22) =10.166, p<0.001). This suggests that employees consider free-rein leadership critical to employee satisfaction. Despite the innate desire for free-rein leadership, a significant majority of the respondents (82.6%) did not support the view of not monitoring the progress of tasks performed (EM4), with the mean value given as (M=1.91; SD=0.417; t (22) =22.000, p<0.001).

Table 4.25: Employee Management to Increase Employee Performance

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
Monitoring employee's behaviour should not be the priority	EM1	4 (17.4)	19 (82.6)	- (-)	- (-)	1.83 (0.388)	22.597	22	<.001 *
Punishing employees that fail to behave according to contractual rules	EM2	9 (39.1)	3 (13.0)	11 (47.8)	- (-)	2.09 (0.949)	10.543	22	<.001 *
Allowing employees to design their own tasks	EM3	16 (69.6)	5 (21.7)	2 (8.7)	- (-)	1.39 (0.656)	10.166	22	<.001 *
Not to monitor the progress of tasks performance	EM4	3 (13.0)	19 (82.6)	1 (4.3)	- (-)	1.91 (0.417)	22.000	22	<.001 *

4.6.1.3 Employee Training

The perception of the respondents on employee training as a strategy for how leaders could increase employee satisfaction is given in Table 4.26. All of the respondents disagreed with the statement that not providing training for employee empowerment increases employee satisfaction (ET1). This is expected given the importance of training to the employees' personal growth and development within the organisation. It thus means that the absence of training opportunities will ultimately decrease employee satisfaction in the organisation. As such, the organisation must invest in employee training and development if they desire to have a satisfied employee.

Equally, a significant majority (95.7%) of the respondents disagreed with the statement that not training employees about service excellence (ET2), with the mean value given as (M=1.96; SD=0.209; t (22) =45.000, p<0.001). This suggests that training employees promotes service excellence and should be of utmost importance to the organisation's leadership. This can be achieved by providing training on departmental goals and objectives (ET3) as agreed by 95.7% of the respondents. More so, employee excellence services can be harnessed by initiating on-the-job training to equip employees (ET4) as agreed by 95.7% of the respondents. There is a significant agreement (95.7%) among the respondents about providing training in the department.

Table 4.26: Trainings to Increase Employee Satisfaction

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
Not to provide training for employee empowerment	ET1	- (-)	23 (100.0)	- (-)	- (-)	2.00 (0.000)	-	22	<.001 *
Not to train employees about service excellence	ET2	1 (4.3)	22 (95.7)	- (-)	- (-)	1.96 (0.209)	45.000	22	<.001 *

Providing trainings on departmental goals and objectives	ET3	22 (95.7)	1 (4.3)	- (-)	- (-)	1.04 (0.209)	24.000	22	<.001 *
Initiating on-the-job trainings to equip employees	ET4	22 (95.7)	1 (4.3)	- (-)	- (-)	1.04 (0.209)	24.000	22	<.001 *

4.6.1.4 Planning

The perception of the respondents on planning as a strategy for how leaders can increase employee satisfaction is given in Table 4.27. The mean value measured in the four statements (PL1-PL4) suggests that there was significant agreement among the respondents. This suggests that leaders should consider the highlighted statements in Table 4.27 as important if they desire to increase employee satisfaction. The statement with the strongest agreement was PL4 which was stated as "Staffing enough employees to achieve a flowing customer service" ($M=1.13$; $SD=0.626$; $t(22)=8.657$, $p<0.001$). The implication of this is that the organisation is short staffed and increasing the number of staff will ensure excellent service delivery – which in turn will increase the satisfaction of both the customers and the employees.

Table 4.27: Planning to Increase Employee Satisfaction

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
To prepare employees about customer service	PL1	21 (91.3)	1 (4.3)	- (-)	1 (4.3)	1.17 (0.650)	8.657	22	<.001 *
To inform their employees about customer needs	PL2	21 (91.3)	1 (4.3)	- (-)	1 (4.3)	1.17 (0.650)	8.657	22	<.001 *
Preparing easy steps for service delivery by employees	PL3	21 (91.3)	1 (4.3)	- (-)	1 (4.3)	1.17 (0.650)	8.657	22	<.001 *
Staffing enough employees to achieve a flowing customer service	PL4	22 (95.7)	- (-)	- (-)	1 (4.3)	1.13 (0.626)	8.657	22	<.001 *

4.6.1.5 Hotel systems and processes

The perception of the respondents on the hotel systems and processes as a strategy for how leaders can increase employee satisfaction is given in Table 4.28. There was significant disagreement from the respondents (91.3%) with regard to the premise that leaders can increase employee satisfaction by decreasing the availability of billing systems that are easy to use (HS1), with the mean value given as (M=1.91; SD=0.288); t (22) =31.845, p<0.001). The implication of this to the

organisation is that a billing system that is user-friendly increases employee satisfaction. This may be connected to the fact that there is less complication in such a billing system thus reducing the time and energy employees might spend trying to use such a system. This assertion is supported by all the respondents, who agreed that one of the ways leaders can increase employee satisfaction is by creating systems that are not time-consuming (HS2).

There was significant disagreement from the respondents (82.6%) with regard to the statement that leaders can increase employee satisfaction by not providing manuals that will assist employees in operating hotel systems (HS3), with the mean value given as (M=2.09; SD=0.417); t (22) =24.000, p<0.001). This suggests that operating manuals are valuable for employees. The plausible explanation for this is that operating manuals assist employees in not only operating the hotel systems but also in troubleshooting the systems in the event of malfunctions.

There was significant agreement among the respondents (95.7%) that leaders should consider being involved in the development of hotel systems and processes (HS4), with the mean value given as (M=1.09; SD=0.417); t (22) =12.500, p<0.001) This may be vital to the employee in the event they need clarity on how to navigate the system from the leaders.

Table 4.28: User Friendly Systems & Processes for Employee Satisfaction

Item		**Responses as Frequency (%) (N=23)**				**Mean**	**t**	**Df**	**p-value**
Leaders should consider:		Agree	.	Neutral	N/A	**(SD)**			
Not to make the availability of billing systems that are easy to use	HS1	2 (8.7)	21 (91.3)	- (-)	- (-)	1.91 (0.288)	31.845	22	<.001 *
Creating systems that are not time consuming	HS2	23 (100.0)	- (-)	- (-)	- (-)	1.00 (0.000)	-	22	<.001 *

Not to provide manuals that will assist employees to operate hotel systems	HS3	1 (4.3)	19 (82.6)	3 (13.0)	- (-)	2.09 (0.417)	24.000	22	<.001 *
To be involved in the development of hotel systems and processes	HS4	22 (95.7)	- (-)	1 (4.3)	- (-)	1.09 (0.417)	12.500	22	<.001 *

Figure 4.11: Responses to the employee suggestion on how leaders can increase employee satisfaction

The data in Figure 4.11 subsumes the responses from the respondents on how leaders can increase employee satisfaction in the organisation. The data showed that most of the respondents agreed to the statements on planning, whilst most of the respondents disagreed on the statements measuring employee management.

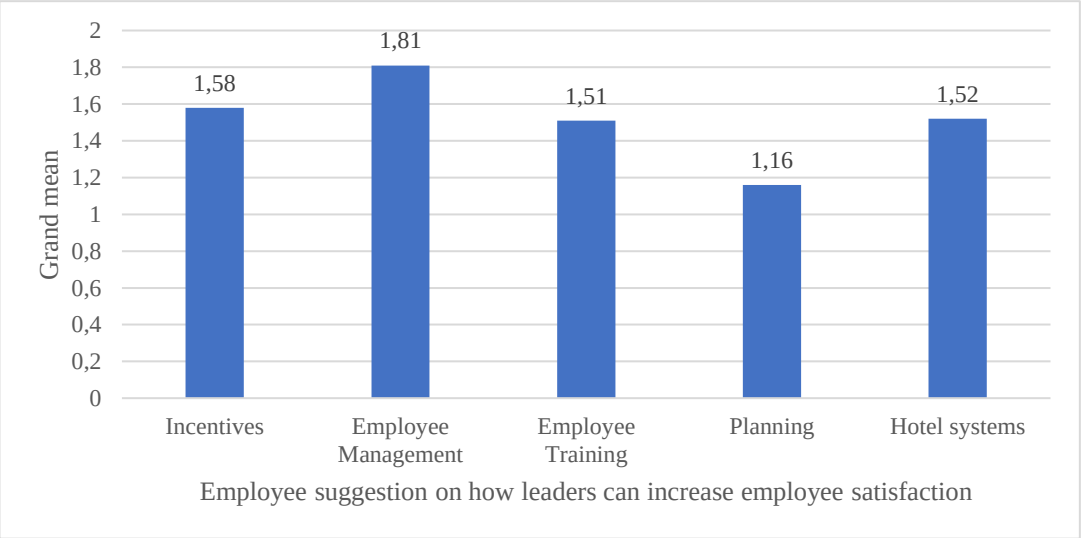


Figure 4.11: Increasing employee satisfaction (n=23)

In attempting to identify a clear perception on how employee satisfaction can be achieved, the following question was imposed to 6 of the department's general employees from the three focus

sections for the study: What key functions do you think can be performed to influence employee satisfaction.

4.6.1.6 Subtheme 5.1: Compensation and Recognition

On employee satisfaction, the interviewed employees emphasize the importance of fair compensation, recognition, and rewards as key factors in enhancing employee satisfaction. Increasing salaries, providing performance rewards, offering more leave days, and promoting employees based on merit are cited as strategies to improve satisfaction levels. These initiatives demonstrate a commitment to valuing and rewarding employee contributions, which can lead to higher motivation, engagement, and job satisfaction (Kreisman & Sheldon, 2017)

"Increase in salaries, Motivation by leaders, no favouritism by leaders."(Employee 1)

"Less work for fair pay and performance rewards."(Employee 2)

"Provide employees with more leave days and with performance rewards."(Employee 3).

"Promote employees and motivate them to do well in their tasks."(Employee 4)

"Leave days in December, trainings and motivation by rewards."(Employee 5)

"Increase salaries and provide performance rewards."(Employee 6)

4.6.2 Employee suggestions on how customer satisfaction can be achieved.

From the analysis, five different strategies on customer satisfaction can be achieved were revealed by the respondents.

4.6.2.1 Customer rewards

The perception of the respondents on customer rewards as a strategy to achieve customer satisfaction is given in Table 4.29. There was significant agreement among the respondents (95.7%) that leaders should consider the provision of rewards in coupons for regular customers, (CR1), with the mean value given as (M=1.09; SD=0.417); t (22) =12.500, p<0.001). This suggests that rewards can be an effective strategy the organisation uses to achieve customer satisfaction. This is practical as loyalty recognition can influence customer satisfaction with the organisation.

There was significant agreement among the respondents (91.3%) that leaders should consider providing rewards of free meals to regular customers (CR2), with the mean value given as (M=1.13; SD=0.458); t (22) =11.845, p<0.001). To further emphasise the importance of reward as a strategy that can achieve customer satisfaction in the organisation, most of the respondents disagreed (95.3%) with the premise that not giving out any rewards to appreciate customers can achieve their satisfaction, whilst none agreed with this statement (CR3).

In terms of the statement "Leaders should consider not to provide rewards only to their favourite customers" as a strategy to achieve customer satisfaction (CR4), it was found that while 17.4% agreed to this, 56.5% others, however, disagreed, and another 26.1% were neutral. The mean value suggests that there is a significant disagreement (M=2.09; SD=0.668); t (22) =14.976, p<0.001). This indicates that respondents support the leaders providing rewards only to their favourite customers.

Table 4.29: Customer Rewards for Customer Satisfaction

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
Leaders should consider: The provision of rewards in coupons for regular customers	CR1	22 (95.7)	- (-)	1 (4.3)	- (-)	1.09 (0.417)	12.500	22	<.001 *
Leaders should consider: Providing rewards of free meals to regular customers	CR2	21 (91.3)	1 (4.3)	1 (4.3)	- (-)	1.13 (0.458)	11.845	22	<.001 *
Leaders should consider: Not to give out any rewards to appreciate regular customers	CR3	- (-)	22 (95.7)	1 (4.3)	- (-)	2.04 (0.209)	47.000	22	<.001 *

Leaders should consider: Not to provide rewards only to their favourite customers	CR4	4 (17.4)	13 (56.5)	6 (26.1)	- (-)	2.09 (0.668)	14.976	22	<.001 *

4.6.2.2 Customer management

The perception of the respondents on customer management as a strategy to achieve customer satisfaction is given in Table 4.30. There was a significant agreement among the respondents (95.7%) that leaders should consider the provision of procedures that helps to identify regular customers, (CM1), with the mean value given as (M=1.09; SD=0.417); t (22) =12.500, p<0.001). All the respondents (100%) disagreed with the premise that leaders should consider not keeping track of unsatisfied customers (CM2). This reflects the importance of noting dissatisfied customers and putting measures in place to address their concerns.

There was significant disagreement from the respondents (91.3%) that leaders should not do follow-ups with customers that suddenly cancel bookings (CM3), with the mean value given as M=1.91; SD=0.288); t (22) =31.845, p<0.001). This is a point that the management of the organisation should consider, particularly as it could help improve customer relationships by understanding the reasons for cancellations. This is supported by all the respondents (100%) who agreed that leaders should consider identifying the reasons behind non-retaining customers (CM4).

Table 4.30: Customer Management for Customer Satisfaction

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
Leaders should consider: The provision of procedures that helps to identify regular customers	CM1	22 (95.7)	- (-)	1 (4.3)	- (-)	1.09 (0.417)	12.500	22	<.001 *
Leaders should consider: Not to keep track of unsatisfied customers	CM2	- (-)	23 (100.0)	- (-)	- (-)	2.00 (0.000)	-	22	<.001 *
Leaders should consider: Not to do follow ups on customers that suddenly cancel bookings]	CM3	2 (8.7)	21 (91.3)	- (-)	- (-)	1.91 (0.288)	31.845	22	<.001 *
Leaders should consider: Identifying the reasons behind non-retaining customers]	CM4	23 (100.0)	- (-)	- (-)	- (-)	1.00 (0.000)	-	22	<.001 *

4.6.2.3 Customer preferences

The perception of the respondents on customer preferences as a strategy to achieve customer satisfaction is given in Table 4.31. There was significant disagreement from the respondents (65.2%) with regard to the statement that leaders should consider showing no concern about customer preferences, (CP1), with the mean value given as (M=1.65; SD=0.487); t (22) =16.271, p<0.001). This suggests that many of the respondents consider showing customer preferences as a way of satisfying them. For organisations to know consistent and loyal customers and offer them preferential treatment, there need to be details of such customers. According to the view of all the respondents, leaders should consider doing surveys to identify customer preferences (CP2).

Surveys have been a common and economical tool that can be used to elicit views and capture responses from people. The use of surveys to capture customer preferences will no doubt help the organisation to tailor its services that meet the needs of the customer.

There was significant agreement among the respondents (95.7%) that leaders should consider taking customer suggestions seriously (CP3), with the mean value given as (M=1.04; SD=0.209); t (22) =24.000, p<0.001). Given that the core function of the hospitality industry is to render services to their customers, the suggestion of customers must be accommodated by the leaders. This is essential to provide services that meet the requirement and needs of the customer. This assertion is supported by most of the respondents (95.7%) who agreed that leaders should consider making the provision of services preferred by customers (CP4).

Table 4.31: Customer Preferences for Customer Satisfaction

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**T**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
Leaders should consider: To show no concern about customer preferences]	CP1	8 (34.8)	15 (65.2)	- (-)	- (-)	1.65 (0.487)	16.271	22	<.001 *
Leaders should consider: Not to do surveys to identify customer preferences]	CP2	- (-)	23 (100.0)	- (-)	- (-)	2.00 (0.000)	-	22	<.001 *
Leaders should consider: Taking customer suggestions seriously	CP3	22 (95.7)	1 (4.3)	- (-)	- (-)	1.04 (0.209)	24.000	22	<.001 *

Leaders should consider: Making the provision of services preferred by customers	CP4	22 (95.7)	1 (4.3)	- (-)	- (-)	1.04 (0.209)	24.000	22	<.001 *

4.6.2.4 Customer satisfaction

The perception of the respondents on customer satisfaction is given in Table 4.32. All the respondents agreed that leaders should consider conducting surveys to identify customer needs (CS1). None of the respondents agreed that leaders should not consider needs that will satisfy customers (CS2). This indicates all the respondents are in support of satisfying customers' needs. This is understandable if one considers that the core goal of the hospitality business is to meet the needs of their customers. As such, the majority (95.7%) of the respondents disagreed with the statement that leaders should not pay attention to things that customers do not like (CS3). This means that it is the responsibility of the leaders to get details of services that dissatisfied customers. This will help in avoiding services that dissatisfy customers. Nevertheless, there was a mixed view on whether leaders should consider focusing on operations instead of customer satisfaction (CS4). While 30.4% agreed to this, 34.8% disagreed and 34.8% appeared to be neutral. This view is controversial particularly for the 30.4% who agreed to it. It is worth stating that customer satisfaction is as vital as the business operation. Failure to guarantee customers satisfaction may result in a decrease in patronage which could negatively impact the business. As such, it is of interest to the organisation that one is done without leaving the other undone.

Table 4.32: Responses on Customer Satisfaction

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
Leaders should consider: To conduct surveys to identify customer needs]	CS1	23 (100.0)	- (-)	- (-)	- (-)	1.00 (0.000)	-	22	<.001 *
Leaders should consider: Not to consider needs that will satisfy customers	CS2	- (-)	23 (100.0)	- (-)	- (-)	2.00 (0.000)	-	22	<.001 *
Leaders should consider: Not to pay attention to things that customers do not like]	CS3	1 (4.3)	22 (95.7)	- (-)	- (-)	1.96 (0.209)	45.000	22	<.001 *
Leaders should consider focusing on operations instead of customer satisfaction]	CS4	7 (30.4)	8 (34.8)	8 (34.8)	- (-)	2.04 (0.825)	11.886	22	<.001 *

4.6.2.5 Customer-based hotel Systems

The perception of the respondents on customer-based hotel systems as a strategy to achieve customer satisfaction is given in Table 4.33. All the respondents agreed that leaders should consider creating hotel systems and processes that are user-friendly for customers (CB1). COVID-19 has brought about rapid technological innovation in the hospitality industry. It is of critical importance that such technological systems are user-friendly, particularly for customers that are not technologically savvy. All the respondents disagreed with the premise that leaders should consider not providing manuals for hotel systems (CB2). This means that it is important that the hotel provide a manual for the hotel systems for the customers. This will help the customers, particularly those with limited knowledge of technology to familiarise themselves with such a system without embarrassing themselves and infringing on their privacy by incessantly calling for help.

There was significant agreement among the respondents (95.7%) that leaders should consider providing hotel systems and processes that are less time consuming for customers (CB3), with the mean value given as (M=1.04; SD=0.209); t (22) =24.000, p<0.001). This is vital given that some of the hotel customers may be corporate guests which are highly time conscious and sensitive. Hence it is in the interest of the hotel for leaders to consider providing hotel systems that help to meet customers' needs (CB4).

Table 4.33: User-friendly Systems for Customer Satisfaction

Item		**Responses as Frequency (%) (N=23)**				**Mean (SD)**	**t**	**Df**	**p-value**
		Agree	.	Neutral	N/A				
Leaders should consider: to create hotel systems and processes that are user friendly for customers]	CB1	23 (100.0)	- (-)	- (-)	- (-)	1.00 (0.000)	-	22	<.001 *

Leaders should consider: Not to provide manuals for hotel systems and processes to customers	CB2	- (-)	23 (100.0)	- (-)	- (-)	2.00 (0.000)	-	22	<.001 *
Leaders should consider: providing hotel systems and processes that are less time consuming for customers]	CB3	22 (95.7)	1 (4.3)	- (-)	- (-)	1.04 (0.209)	24.000	22	<.001 *
Customer based hotel systems and processes-Leaders should consider: [Not to provide hotel systems that help to meet customer needs]	CB4	- (-)	23 (100.0)	- (-)	- (-)	2.00 (0.000)	-	22	<.001 *

The data in Figure 4.12 subsumes the responses from the respondents on how leaders can achieve satisfaction in the organisation. The data show that most of the respondents agreed to the statements on customer preferences while most of the respondents disagreed on the statements measuring customer satisfaction.

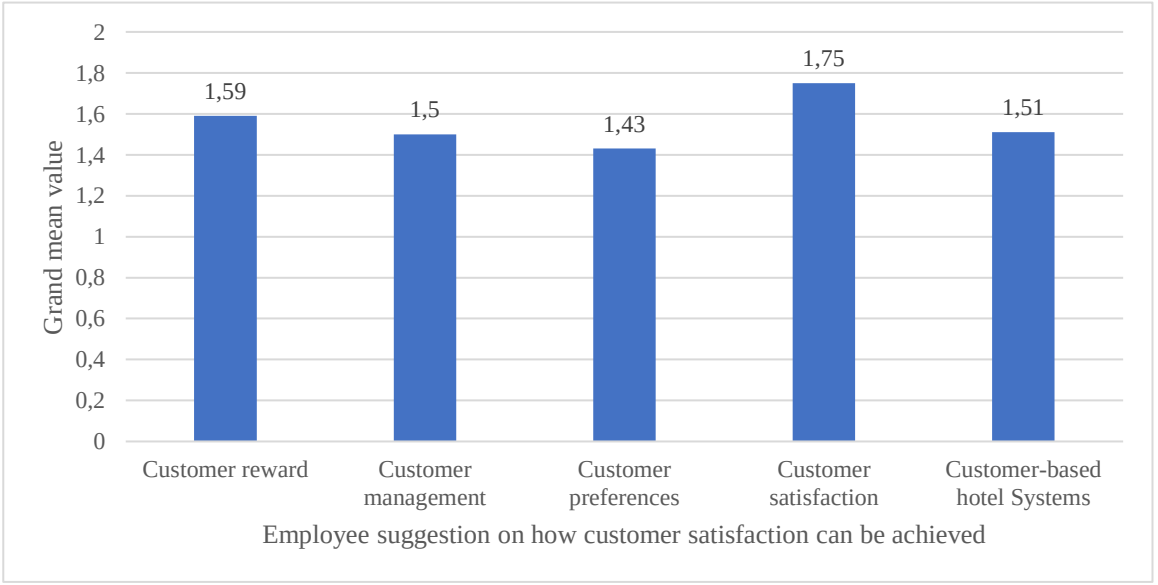


Figure 4.12: Achieving Customer Satisfaction (n=23)

In attempting to identify a clear perception on how employee satisfaction can be achieved, the following question was imposed to 6 of the department's general employees from the three focus sections for the study: What key functions do you think can be performed to influence Customer satisfaction.

4.6.2.6 Subtheme 5.2: Service Quality and Variety

To enhance customer satisfaction, employees suggest focusing on service quality and offering a variety of menu options. This includes structuring the restaurant with sufficient wait staff, expanding the menu to include more food and drink options.

> *"Structuring the restaurant place with enough waiters and having more food and drinks variety on the menu."(Employee 1)*

Equally, implementing a reward system for customers and offering specials for regular guests that meet their needs was suggested as way to enhance customer satisfaction.

> *"Provide customer rewards upon purchase and understand customer needs."(Employee 2).*
>
> *"Provide customer rewards and specials on menu items." (Employee 3)*
>
> *"Provide customer rewards and specials for regular guests."(Employee 4)*
>
> *"Provide customer rewards and customer needs." (Employee 5).*

In addition, proper attendance to customer complaints was another key determinant of their satisfaction. By addressing customer needs, providing rewards, and attending to complaints promptly, the establishment can create a positive dining experience and build customer loyalty (Szymanski & Henard, 2001)

> *"Proper attendance to customer complaints." (Employee 6)*

4.6.3 Employee suggestions on how the hotel can increase sales.

The perception of the respondents on how the hotel can increase sales is given in Table 4.34. All the respondents agreed that leaders should provide incentive programs to motivate employees to make more sales (IS1). This is vital as incentivising employees promotes positive behaviour changes. The majority of the respondents (95.7%) agreed that leaders should consider providing employee management systems to positively impacts sales (IS2). This suggests the need to engage in inclusive leadership. This can be achieved by seeing employees as co-managers in the organisation. There is a significant shift from the respondents went against the ideology that leaders should consider planning no strategies that will increase customer satisfaction to increase sales (IS3), with the mean value given as ($M=1.96$; $SD=0.209$); $t(22) = 45.000$, $p<0.001$). This suggests that customer satisfaction is the key to increasing sales and can only be achieved by proper planning.

Furthermore, all the respondents disagreed with the statement that leaders should consider making no employee training that will affect sales (IS4). This reemphasised the importance of employee sales as it helps improve performance.

There was significant agreement among the respondents (95.7%) that leaders should consider creating user-friendly systems that will help retain customers to positively affects sales (IS5), with the mean value given as ($M=1.04$; $SD=0.209$); $t(22) = 24.000$, $p<0.001$). This also reinforced the notion that systems that are user-friendly increase customer satisfaction as it is less time-consuming. All the respondents disagreed with the statement that leaders should not consider providing customer rewards that will positively impact sales (IS6). This reiterates the importance of rewarding loyal customers as it is directly associated with an increase in sales.

There was significant disagreement from the respondents (87%) regarding the premise that leaders should provide no customer management systems that will help retain customers to positively impact sales (IS7), with the mean value given as ($M=1.96$; $SD=0.367$); $t(22) = 25.596$, $p<0.001$). This supports the importance of customer management systems as they help to retain customers and positively influence sales.

There was significant disagreement from the respondents (47.8%) regarding the premise that leaders should consider prioritising less on customer satisfaction programs that will retain

customers and positively affect sales (IS8), with the mean value given as (M=2.26; SD=0.689); t (22) =15.744, p<0.001). This shows that the respondents support prioritising customer satisfaction. This is essential as sales increases are due to patronage by customers. As such, a satisfied customer may help market the organisation by word of mouth to potential new customers that could impact positively on sales. Hence, all the respondents agreed that leaders should consider identifying customers preferences to increase satisfaction for more sales.

Table 4.34: Responses on Methods to Increase Sales

Item		Responses as Frequency (%) (N=23)				Mean (SD)	t	Df	p-value
		Agree	.	Neutral	N/A				
Leaders should consider: Providing incentive programs to motivate employees to make more sales	IS1	23 (100.0)	- (-)	- (-)	- (-)	1.00 (0.00)	-	22	<.001*
Leaders should consider: To provide employee management systems to positively impact sales	IS2	22 (95.7)	1 (4.3)	- (-)	- (-)	1.04 (0.209)	24.000	22	<.001*
Leaders should consider: Planning no strategies that will increase customer satisfaction to increase sales	IS3	1 (4.3)	22 (95.7)	- (-)	- (-)	1.96 (0.209)	45.000	22	<.001*
Leaders should consider: Making no employee trainings that will affect sales	IS4	- (-)	23 (100.0)	- (-)	- (-)	2.00 (0.000)	-	22	<.001*

Leaders should consider:Creating user friendly systems that will help retain customers to positively affect sales	IS5	22 (95.7)	1 (4.3)	- (-)	- (-)	1.04 (0.209)	24.000	22	<.001*
Leaders should consider:Not to provide customer rewards that will positively impact sales	IS6	- (-)	23 (100.0)	- (-)	- (-)	2.00 (0.000)	-	22	<.001*
Leaders should consider:Providing no customer management systems that will help retain customers to positively impact sales	IS7	2 (8.7)	20 (87.0)	1 (4.3)	- (-).	1.96 (0.367)	25.596	22	<.001*
Leaders should consider: Prioritising less on customer satisfaction programs that will retain customers and positively affect sales	IS8	3 (13.0)	11 (47.8)	9 (39.1)	- (-)	2.26 (0.689)	15.744	22	<.001*
Leaders should consider: Identifying customer preferences to increase customer satisfaction for more sales	IS9	23 (100.0)	- (-)	- (-)	- (-)	1.00 (0.000)	-	22	<.001*

In attempting to identify a clear perception on how employee satisfaction can be achieved, the following question was imposed to 6 of the department's general employees from the three focus sections for the study: What key functions do you think can be performed to influence the departmental sales:

4.6.4 Subtheme 5.3: Staff Training and Performance Incentives

From the data analysed, the interviewed employees emphasize the importance of training staff members on sales techniques and providing incentives for high performance. By investing in staff training programs and offering rewards for achieving sales targets, the establishment can empower employees to contribute effectively to sales growth. This aligns with research highlighting the positive impact of training and incentives on employee performance and sales outcomes (Bartol, 1994; Gerhart & Milkovich, 1990).

> *"Training Staff Members on how they can contribute towards sales and providing rewards to staff members with high sales ranking."(Employee 1)*
>
> *"Focus on customer needs and rewarding employees who achieve the highest sales."(Employee 2)*
>
> *"Train staff members on how to become a good salesperson."(Employee 3)*
>
> *"Reward employees that are doing well with sales to motivate them and other employees." (Employee 4)*
>
> *"Provide staff training on how to do sales." (Employee 5)*
>
> *"Specials & training staff on sales." (Employee 6)*

4.7 Multiple regressions of leadership styles and customer satisfaction

This section examines the impact of the different leadership styles (contingency approach, path-goal, situational, managerial, charismatic, transformational, and transactional leadership styles) on customer satisfaction. The leadership styles were the independent variables (predictors) whilst customer satisfaction was the dependent variable (predicted). As shown in Table 4.36, the regression coefficient suggests that there is a strong causal relationship in the model, but the relationship is not statistically significant ($r=0.609$; $P>0.05$). Nevertheless, the beta coefficient measured for situational leadership is a significant predictor of customer satisfaction, and the relationship was negative ($\beta = -0.683$, $P=.036$). This means that as there is evidence of situational leadership styles increasing, customer satisfaction decreases. None of the other leadership styles act as predictors of customer satisfaction.

Table 4.35: Impact of leadership Styles and Customer Satisfaction

IV	R	R^2	F	df1; df2	p-value	B (regression coefficient)	t	p-value	DV
Contigency approach	0.609	0.371	1.011	7; 12	.470	.107	.333	.745	Customer satisfaction
Charismatic						.446	1.447	.174	
Transformational						-.238	-.621	.546	
Transactional						-.243	-.758	.463	
Path-goal management						.186	.638	.535	
Situational						-.683	-2.358	.036	
Managerial						.392	1.254	.234	

Chapter 5:

Managers Perception on Their Leadership Styles and Productivity

Chapter 5 explores the perspectives, insights, and experiences of hotel managers and supervisors within the dynamic environment of the Belair hotel. While quantitative data provide valuable statistical insights, qualitative analysis offers a nuanced understanding of the managerial practices, challenges, and strategies employed within the hospitality industry. Hotel managers and supervisors play pivotal roles in shaping organizational culture, fostering employee engagement, and driving operational excellence. Through in-depth interviews, the study has elicited the voices and narratives of hotel managers and supervisors, capturing their reflections on leadership styles, employee motivation, customer interactions, and organizational strategies. These insights offer a unique perspective on the internal dynamics of the Belair hotel, providing valuable context to complement the quantitative findings of the study.

5.1 Hotel Manager & Supervisors Demographics

Table 1 shows the demographic profile of the hotel managers and supervisors interviewed in the study. The showcases a diverse mix of managers and supervisors within the organization, each bringing unique perspectives, experiences, and qualifications to their respective roles.

Manager 1 (Male, aged 31-35, with 6-10 years in the role and an Undergraduate Degree): This manager represents a mid-career professional with substantial experience in the managerial role. With 6-10 years of experience, Manager 1 likely possesses a deep understanding of the organization's operations, policies, and industry trends. The completion of an Undergraduate Degree suggests a strong educational foundation, potentially providing Manager 1 with theoretical knowledge and practical skills relevant to their managerial responsibilities.

Manager 2 (Female, aged under 30, with 1-5 years in the role and an Undergraduate Degree): Manager 2 is a relatively young manager, likely in the early stages of their career trajectory. Despite their relatively short tenure of 1-5 years in the role, Manager 2's attainment of an Undergraduate Degree demonstrates a commitment to professional development and a solid educational background. Manager 2 may bring fresh perspectives and innovative ideas to the managerial role, complemented by their formal education.

Supervisor 1 (Male, aged 31-35, with 1-5 years in the role and a Matric qualification): Supervisor 1 serves in a supervisory capacity within the organization, contributing to frontline management and operational oversight. With 1-5 years of experience and a Matric qualification, Supervisor 1 likely possesses practical knowledge and on-the-job training relevant to their supervisory responsibilities. Their age group suggests a mid-career stage, potentially indicating a transition into a leadership role from frontline positions.

Supervisor 2 (Female, aged 31-35, with 1-5 years in the role and a Diploma qualification): Similar to Supervisor 1, Supervisor 2 operates in a supervisory capacity within the organization. With a Diploma qualification and 1-5 years of experience, Supervisor 2 likely possesses specialized training and technical skills relevant to their supervisory role. Their age group aligns with mid-career professionals, indicating a level of maturity and experience conducive to effective leadership in frontline management.

Supervisor 3 (Female, aged 31-35, with 1-5 years in the role and a Diploma qualification): Supervisor 3 shares similarities with Supervisors 1 and 2, operating in a supervisory role with 1-5 years of experience. With a Diploma qualification, Supervisor 3 likely possesses practical knowledge and technical expertise relevant to their supervisory responsibilities. Their age group and educational background position Supervisor 3 as a capable leader within the organization, equipped with the skills and experience necessary for effective frontline management.

Table 1: Demographic profile of participants in the interview

Manager	**Age Group**	**Gender**	**Position**	**Duration to the role**	**Qualification**
Manager 1	31-35	Male	Manager	6-10	Undergraduate Degree
Manager 2	Under 30	Female	Manager	1-5	Undergraduate Degree
Supervisor 1	31-35	Male	Supervisor	1-5	Matric

Supervisor 2	31-35	Female	Supervisor	1-5	Diploma
Supervisor 3	31-35	Female	Supervisor	1-5	Diploma

5.2 Theme 1: Leadership Style and Adaptability

This theme encompasses various aspects of leadership styles, approaches, and their impact on employee performance. It includes discussions on the flexibility of leadership styles to meet the needs of different situations, the use of punishment and rewards for performance motivation, and the effectiveness of inspiring change in others.

5.2.1 Subtheme 1.1: Daily Leadership Approaches:

This subtheme explores how leaders describe their daily leadership approaches and strategies. Leaders may discuss their methods for managing teams, providing guidance, and facilitating productivity on a day-to-day basis.

(a) Results-Oriented Leadership

Manager 1 emphasizes prioritizing results and productivity in leadership, with a focus on rewarding employees for their work.

"More than anything, I believe leadership must yield results and we are all here to work."(Manager 1).

(b) Hands-On Leadership

Manager 2 and Supervisor 2 sees themselves as leaders who actively involve in day-to-day operations, closely monitoring employees' tasks and aiding when needed.

"I am normally overly hands-on depending on the situation." (Manager 2).

"In most cases, I normally use a tactic of being hands-on..."(Supervisor 2).

(c) Employee-Centric Leadership

Supervisors 1 and 3 are leaders who prioritize building trust and empowering employees, encouraging open communication and creativity within the team.

"I am usually friendly and always on the side of the employees..."(Supervisor 1)

"I tend to discuss tasks with everyone, and I prefer to hear their opinions..."(Supervisor 3).

(d) Motivational Leadership

Manager 2 and supervisor 3 tend to utilize motivation and rewards to inspire and incentivize employees, fostering a positive work environment and encouraging high performance.

"I tend to use motivation as a tool to ensure that employees are encouraged to do their job."(Manager 2).

"I tend to use rewards as forms of motivation to ensure high-quality performance."(Supervisor 3).

The above narratives collectively illustrate the diverse approaches to leadership within the context of the respondents' daily experiences.

5.2.2 Subtheme 1.2: Leadership Structure and Central Authority

This subtheme explores the concept of leadership without a central authority. It explores the potential benefits and challenges of decentralized leadership models, where decision-making authority is distributed among team members rather than centralized in one individual. The following concept emerged from the subtheme.

(a) Importance of Structure and Oversight

Manager 1 and Supervisor 2 stresses the importance of structured leadership with central oversight, where a defined authority ensures awareness of tasks and performance, contributing to success and productivity.

"Structure is the most important aspect of leadership... I believe that the central authority must always be aware..."(Manager 1).

"The central authority is the one that defines and provides structure..."(Supervisor 2).

(b) Potential Risks of Decentralized Leadership

Manager 2 and Supervisor 3 express concerns about decentralized leadership, suggesting that without central authority, there is a risk of task misinterpretation and failure, highlighting the need for involvement from higher management.

"By experience, I have seen such leadership being bound to fail..."(Manager 2)

"Without the involvement of central authority, vision of tasks and performance tend to be misinterpreted..."(Supervisor 3).

(c) Empowerment and Autonomy

Supervisor 1 highlights the belief in empowering staff to make decisions during task execution, suggesting that autonomy can lead to effective performance even without direct interference from central authority.

"I think that letting your staff make their own decisions during their task's execution."(Supervisor 1).

(d) Balanced Involvement

Supervisor 2 advocates for a balanced approach where central authority is involved in task completion, exercising authority, when necessary, but also allowing for some level of independence and decision-making among staff.

"I believe that [central authority] need to be involved in the completion of tasks..."(Supervisor 2).

In summary, the above subtheme reflects varying perspectives on the role of centralized authority and structured leadership, highlighting the complexity of leadership dynamics within organizational contexts.

5.2.3 Subtheme 1.3: Influence of Leadership Styles on Performance

This subtheme focus is on how various leadership styles impact employee performance. Leaders may share examples from their industry experience to illustrate how different leadership

approaches, such as directive, supportive, or transformational leadership, affect employee motivation, productivity, and job satisfaction. The subtheme is discussed under the following subsections:

(a) Variability in Employee Response to Leadership

Manager 1 highlights the observation that employees respond differently to various leadership styles, with some leaders eliciting higher levels of motivation and performance than others.

"You find employees working hard under one leader and working with no care with another person in management."(Manager 1).

(b) Adaptability and Individualized Approach

Manager 2 emphasised the need for leaders to adapt their leadership styles to individual employees, recognizing that different individuals may require different approaches to achieve optimal performance.

"I believe in shifting leadership perspectives... Both require a different approach..."(Manager 2).

(c) Balance of Leadership Application

The response from Supervisor 1 suggests that while leadership is important, there are instances where less direct intervention may be beneficial, allowing employees to work independently and take ownership of their tasks.

"Sometimes less application of leadership is required to ensure that employees work independently."(Supervisor 1).

(d) Importance of Effective Leadership

Supervisor 2 highlight the critical role of effective leadership in influencing employee performance positively, emphasizing the need for leaders to be involved and knowledgeable about their employees' daily activities.

"Good leadership will always remain the one that would influence the employee's performance better."(Supervisor 2).

(e) Leadership Style and Contextual Influence

The statement from Supervisor 3 underscores the contextual nature of leadership impact, suggesting that the effectiveness of a leadership style may vary depending on the specific circumstances and situations encountered in the workplace.

"Each unique leadership style either influences staff performance negatively or positively depending on the type of style and situations at hand."(Supervisor 3).

In summary, the above statements provide insight into the multifaceted relationship between leadership styles and employee performance, highlighting the importance of adaptability, effective leadership, and contextual understanding in driving optimal outcomes within the organizational setting.

5.2.4 Subtheme 1.4: Adaptability of Leadership Style to Situational Needs

This subtheme examines how often leaders adapt their leadership style to meet the unique needs of different situations. Leaders may discuss their approach to situational leadership, where they adjust their leadership style based on factors such as task complexity, team dynamics, and individual capabilities.

(a) Consistency with Authentic Leadership

Manager 1 emphasizes the importance of maintaining authenticity in leadership style, suggesting that remaining true to one's natural demeanour can contribute to stability and roundedness in various situations.

"Situations differ, but I mostly remain calm like I would always do..."(Manager 1)

(b) Tailoring Leadership Approach to Individual Employees

The statement from Manager 2 highlights the customization of leadership style based on the specific characteristics and needs of individual employees, highlighting the importance of personalization in leadership interactions.

"I tend to use different leadership styles depending on who is the employee on duty."(Manager 2).

(c) Adaptability in leadership

Supervisor 3 highlights the necessity of adaptability in leadership, acknowledging that diverse situations and employee dynamics may require varied approaches to effectively address unique challenges.

"Very often, employees and situations are different, and sometimes force one to use different tactics."(Supervisor 1).

Supervisor 2 echoes similar sentiments by noting the dynamic nature of leadership, indicating that daily operations necessitate continual adaptation to evolving circumstances, reinforcing the need for ongoing flexibility and responsiveness.

"Almost every day, the unique characteristics of situations force leaders to adapt new characteristics per each situation." (Supervisor 2).

More so, the reactive nature of leadership adaptation by Supervisor 3 suggests that leaders adjust their approach based on the demands and requirements imposed by specific situations encountered in the operational environment.

"As necessary as situations force me to, and sometimes that is almost every day of operations..." (Supervisor 3).

The above narratives collectively underscore the importance of adaptability in leadership, recognizing the need for leaders to tailor their approach to meet the diverse needs and challenges presented by unique situations and individual employees within the organizational context.

5.2.5 Subtheme 1.5: Approach to Performance Motivation Through Rewards and Punishment

In this subtheme, Leaders discuss their use of punishment and rewards as forms of performance motivation. They may provide examples of how they incentivize desired behaviours or address performance issues through disciplinary actions or recognition programs. These are further explained in the excerpts below:

(a) Emphasis on Reward-Based Motivation

Many of the participants highlights a preference for utilizing rewards as the primary mechanism for motivating employee performance. Managers (1 and 2) and supervisors (1 and 2) express a belief in the efficacy of rewards in promoting positive behaviour and performance outcomes, with punishment reserved as a last resort or for repeated infractions.

"Rewards mostly, I do not believe in punishing, but in providing counselling..."(Manager 1).

"I believe in giving out rewards such as taking staff members to a cruise ship..."(Manager 2).

"I use rewards such as recommending employees for better posts if I see that they have potential."(Supervisor 1).

"I believe that rewards have the potential to inspire employee performance..."(Supervisor 2).

(b)Limited Use of Punishment

While acknowledging the potential necessity of punishment for addressing repeated or serious infractions, some of the participants express a general reluctance to employ punishment as a primary tool for performance motivation. Instead, they emphasize the importance of offering support, guidance, and opportunities for improvement before resorting to punitive measures.

"...unless if the situational problem is committed repeatedly."(Manager 1)

"...it is normally a last resort after many attempts of trying to help the employee."(Manager 2)

"I think that employees should account for their actions- and if punishment is needed, it should then be given."(Supervisor 3)

The quote from Supervisor 3 further reflects a balanced perspective on performance motivation, suggesting that both rewards and punishment have their place in encouraging desired behaviours and outcomes. However, the emphasis is on fairness and accountability, with rewards granted for positive achievements and punishment administered when warranted by employee actions.

"If rewards are earned, they should be given." (Supervisor 3)

Overall, the above narratives underscore the nuanced approaches employed by managers and supervisors in navigating the use of rewards and punishment for performance motivation, with a predominant emphasis on positive reinforcement and supportive measures, while recognizing the potential role of punishment in addressing specific circumstances or behaviours.

5.2.6 Subtheme 1.6: Utilizing Charm and Persuasiveness

This subtheme explores how leaders leverage charm, interpersonal connection, and persuasiveness to motivate employees. Leaders may share strategies for building rapport, inspiring trust, and effectively communicating goals and expectations to drive performance.

(a) Emphasis on Persuasiveness and Follow-Up

Some of the Managers prioritize the use of persuasiveness and follow-up strategies to motivate employees. They emphasize the importance of clear communication and accountability in ensuring job completion, preferring direct approaches over charm or interpersonal connection.

"No charm, but persuasiveness to get the job done."(Manager 1)

"I do not believe in using charm to get employees to do their job, I rather believe that follow-ups should be conducted to track and push for employee performance."(Manager 2).

(b) Utilization of Interpersonal Connection and Charm

In contrast, Supervisors advocate for the use of charm, interpersonal connection, and charisma as effective tools for motivating employees. They highlight the importance of building relationships, understanding individual preferences, and leveraging personal charisma to influence employee behaviour and performance positively.

"Yes, mostly interpersonal connection and charm works perfectly in getting the job done." (Supervisor 1)

"I believe that charisma sometimes helps in getting the job done. So, for those I know charm would work with, I normally would use it to get the tasks at hand completed." (Supervisor 2)

"Knowing your team well, and even creating relationships with your employees would bring you closer to them, and with that, you would be able to have a good approach to get them to do their jobs well."(Supervisor 3).

Overall, the narratives reflect varying approaches to employee motivation, with managers favouring direct persuasion and follow-up strategies, while supervisors emphasize the value of interpersonal connections and charm in fostering employee engagement and performance.

5.2.7 Subtheme 1.7: Inspiration for Change and Performance Influence

This subtheme examines how leaders inspire change in others and the effectiveness of these efforts in influencing employee performance. Leaders may discuss their approaches to fostering a culture of continuous improvement, encouraging innovation, and empowering employees to embrace change and adapt to new challenges.

(a) Continuous Efforts in Inspiring Change

Nearly all the participants from both Managers and Supervisors consistently engage in efforts to inspire change among employees. They believe that continuous encouragement for growth and empowerment leads to enhanced performance. These managers and supervisors actively seek opportunities to motivate and support employees in their professional development, recognizing the value of ongoing inspiration in fostering a positive work environment and driving performance improvements.

"Always, I believe that when employees are encouraged to grow, they then feel valued in an organisation." (Manager 1).

"I believe in inspiring, motivating employees- this often has worked in influencing performance. For example, I motivated for one of the employees to be promoted into events management as this was her passion." (Manager 2).

"Almost every day an opportunity avails itself; I believe that even as an establishment, we should have programs in place to help empower others."(Supervisor 1).

"Inspiring employees for change will always be an important thing to do when trying to improve their performance. As long as I can, I always do my best to motivate employees." (Supervisor 3).

(b) Empowerment for Growth and Value

Supervisor 2 emphasizes the importance of empowerment and growth opportunities in motivating employees and enhancing their performance. The participant recognizes that fostering a sense of value and providing avenues for personal and professional development are key factors in inspiring change and driving performance improvements among team members.

"I think that growth keeps employees grounded in an environment, especially if that makes them feel valued, so I often motivate for growth." (Supervisor 2).

Overall, the narratives highlight the proactive approach of managers and supervisors in inspiring change and motivating employees, underscoring the significance of continuous encouragement, empowerment, and growth opportunities in influencing performance positively within the organization.

5.3 Theme 2: Employee Efficiency and Customer Satisfaction

This theme revolves around the efficiency of employees during their shifts and their impact on customer satisfaction. It includes discussions on how employees exceed expectations in terms of efficiency, the frequency of solving customer complaints due to employee errors, and the types of complaints related to kitchen errors or front-of-house errors, along with their influencing factors.

5.3.1 Subtheme 2.1: Exemplary Employee Efficiency

(a) Customer Satisfaction and Positive Feedback

Participants highlights the correlation between employee efficiency and customer satisfaction. Managers and supervisors recognize the exemplary performance of their employees based on positive feedback received from customers. They attribute the efficiency of employees to the high levels of customer satisfaction evident in positive reviews and feedback.

"The customer reviews through the administered leaflets always remind me that we have quality employees at hand."(Manager 1).

"I think that the employees appear to be efficient in serving customers, and the number of sales and positive customer reviews are a testament to that."(Manager 2).

"The positive review by our customers always provides me with proof that our employees are doing a great job."(Supervisor 3)

(b) Teamwork and Achievement of Targets

Supervisors highlight the commitment of employees to collaborate and support each other, particularly during busy periods. They attribute the efficiency of employees to effective teamwork, which contributes to meeting sales targets and ensuring customer satisfaction.

"Employees always attempt to help one another, especially during busy shifts. Teamwork for me, which later results in good sales and customer satisfaction, is proof that the employee at hand works hard." (Supervisor 1).

"As the department, we normally meet our monthly targets regarding sales. This could be impossible without the hard work of employees."(Supervisor 2).

Overall, the above narratives underscore the exceptional performance of employees in terms of efficiency throughout their shifts. Managers and supervisors attribute this efficiency to positive customer feedback, effective teamwork, and the achievement of organizational targets, highlighting the dedication and hard work of their employees.

5.3.2 Subtheme 2.2: Frequency of Customer Complaint Resolution

This subtheme highlights the frequency of customer complaint resolution due to employee disservice in the hotel industry. The following emerged from the data transcribed and analysed:

(a) Daily Occurrence

Manager 1 highlights that customer complaints due to employee disservice are addressed daily, with the frequency varying based on factors such as workload and staffing levels.

"Maybe once a day, also depending on how busy the day is and the number of employees at the floor." (Manager 1).

(b) Bi-Weekly Occurrence

Manager 2 notes that customer complaints due to employee disservice occur approximately once or twice every two weeks. These complaints often revolve around issues such as employee behaviour, complications during happy hour, and errors in room service orders.

"Once or twice every 2 weeks, I can say that I would deal with a customer complaint around issues or complaints about a rude employee, happy-hour complications, and room-service errors about items ordered from the menu."(Manager 2).

(c) Weekly Occurrence

Supervisor 1 indicates that they typically encounter customer complaints related to employee disservice approximately once a week, with the frequency influenced by the level of business activity during that period.

"Once every week, depending on how busy that week was."(Supervisor 1).

(d) Monthly Occurrence

Supervisor 2 alludes that customer complaints due to employee disservice occur approximately four times per month, with supervisors acknowledging that customers may have negative feedback even when issues are beyond their control.

"Customers always have something negative to say, unfortunately, and some of those things we have no control over. But to be specific, maybe 4 times per month."(Supervisor 2).

(e) Rare Occurrence

In contrast to the other responses, Supervisor 3 indicates that customer complaints due to employee disservice are rare. Instead, they receive more compliments from satisfied customers, suggesting a positive perception of the establishment's services.

"I hardly come across complaisant customers, rather I have received more compliments of customers raving about our services." (Supervisor 3).

Overall, the narratives drawn from the above subtheme provides insights into the frequency with which managers and supervisors address customer complaints resulting from employee disservice, ranging from daily occurrences to rare instances, depending on factors such as business volume and customer feedback.

5.3.3 Subtheme 2.3: Types of Customer Complaints

The previous subtheme reveals the frequency of complaints by guests on employee disservices. This subtheme explores the types of customer complaints commonly encountered by managers and supervisors in the industry. Participants highlights that customer complaints related to front-of-house errors, such as incorrect orders, delayed service, and dissatisfaction with waiter or bartender interactions, are more common than kitchen errors.

"A few times for front of house, where it involves an interaction between a guest and a waiter. Maybe a wrong order was delivered, or services not rendered on time." (Manager 1)

"Improper sectioning of the front of house for food and beverage department has contributed towards a lot of complaints being associated with the front of house."(Manager 2)

"Normally customers would be impressed with our food and drinks items, however, be dissatisfied with the service they received from waiters, so the answer is front of house."(Supervisor 1)

"I have not had a lot of issues with the kitchen, instead, the complaints would be about waiters and bartenders, if there is any complaint."(Supervisor 2).

"More complaints about the time it takes to deliver the ordered product by waiters, meaning the front of house may have more complaints more than the kitchen."(Supervisor 3).

5.3.4 Subtheme 2.4: Factors Influencing Complaints

This subtheme explores the factors that are influencing the service quality complaints in the hotel industry. Service quality, including issues with waitstaff interactions, delivery times, and overall customer experience, emerges as a significant factor influencing front-of-house complaints.

"Improper sectioning of the front of house for food and beverage department has contributed towards a lot of complaints being associated with the front of house."(Manager 2).

"Normally customers would be impressed with our food and drinks items, however, be dissatisfied with the service they received from waiters, so the answer is front of house."(Supervisor 1).

"More complaints about the time it takes to deliver the ordered product by waiters, meaning the front of house may have more complaints more than the kitchen." (Supervisor 3).

Overall, the above narratives provide insights into the types of customer complaints encountered by managers and supervisors, with a predominant focus on front-of-house errors influenced by service quality.

5.4 Theme 3: Employee Management and Development

Theme 3 explores the alternative alternate strategies that can be used to manage productivity at the Belaire Suites Hotel. From the data analysed, the following strategies were uncovered:

5.4.1 Subtheme 3.1: Employee Incentives

(a) Employee recognition and Time-off

Employee recognition and time off emerges as a common incentive strategy across all responses, with managers and supervisors emphasizing its importance in motivating high performance. Recognition may include verbal praise, awards, or other forms of acknowledgment for exceptional work.

"As governed by our culture, employee recognition and time offs are used as incentives where one is due."(Manager 1)

"Time-offs, promotions, and employee recognition."(Supervisor 1)

(b) Retreats

Manager 2 specifically mentions retreats as an incentive for achieving high performance, suggesting that organized off-site events or team-building activities may be utilized to reward and motivate employees.

"Free meals, employee recognition, retreats, time-offs."(Manager 2).

(c) Gifts an prizes

The provision of gifts and prizes, such as free meals, retreats, or other tangible rewards, is mentioned as an incentive strategy by some of the participants, indicating that material rewards are valued by employees as motivational incentives.

"I use prizes - such as gifts, time-offs, and employee recognition as incentive tools."(Supervisor 2).

"Normally, recognizing good performance and handing out gifts comes in handy as incentives."(Supervisor 3).

(d) Promotions and Career Advancement

Supervisor 1 specifically highlights promotions and career advancement opportunities as incentives for achieving high performance, suggesting that upward mobility within the organization serves as a motivating factor for employees.

"Time-offs, promotions, and employee recognition."(Supervisor 1).

Overall, above illustrate the variety of incentives employed by managers and supervisors to motivate employees and drive high performance within the organization. The finding suggests an interplay and or interaction in all the incentives, implying that managers and supervisors use multiple forms of incentives.

5.3.2 Subtheme 3.2: Management Approach

(a) Task and Employee Dependency

Participants recognize that the level of management involvement varies based on the nature of tasks and individual employee needs. Some tasks or employees may require closer supervision, while others can work autonomously with minimal oversight.

"Some tasks require one to be involved, some employees require more attention to ensuring tasks are completed, while some tasks remain minimal and do not require me as a manager to be involved, and some employees remain very productive when no one is keeping tabs on them." (Manager 1).

"That is dependent on the task, if the task is critical, I involve myself, but if not, I allow employees to work on their own." (Supervisor 2).

(b) Avoiding Surprises and Ensuring Service Excellence

Manager 2 emphasizes the importance of keeping tabs on employees to prevent unexpected issues that may compromise service excellence. This approach reflects a proactive management style aimed at maintaining high standards and avoiding potential disruptions.

"I keep tabs a lot to avoid surprises, I do not like surprises, especially if they are a compromise towards service excellence."(Manager 2).

(c) Minimal Interference and Employee Autonomy

Some supervisors prefer to adopt a hands-off approach, allowing employees autonomy and space to work independently. They recognize the importance of avoiding over-management and acknowledge that excessive interference may hinder employee performance or morale.

"I am very minimal towards interfering with my employee's work, I rather allow them space to come to me when they need help."(Supervisor 1)

"Sometimes, but it's something I want to let go of, I may have realized that employees do not do well under dictatorship."(Supervisor 2).

Overall, above narratives highlight the diverse management approaches adopted by managers and supervisors in balancing the need for oversight with employee autonomy and productivity.

5.3.3 Subtheme 3.3: Training Frequency and Effectiveness

(a) Training Frequency

The responses indicate a consistent pattern of training sessions conducted at regular intervals, typically every 2 to 3 months or around 5 times a year. This suggests a proactive approach to employee development and skill enhancement.

"Every 2 months."(Manager 1)

"The departmental training takes place almost every 2-months."(Manager 2

"At least 5 times a year."(Supervisor 1)

"Once every 2 months, I think."(Supervisor 2

"I think every 2-3 months in my experience."(Supervisor 3).

(b) Training Effectiveness

Manager 1 indicates a lack of formal evaluation measures to assess the effectiveness of training sessions. This suggests a potential area for improvement in monitoring and evaluating the impact of training initiatives on employee performance and skill enhancement.

"We haven't had proper measures whether the trainings are effective or not."(Manager 1).

(c) Mixed Perceptions on Effectiveness

There are mixed perceptions regarding the effectiveness of training sessions. While some supervisors' express doubts about the effectiveness, particularly for certain roles like waitrons, others believe that training has positively impacted employee performance and service standards.

Supervisor 3, for example, suggests that training contributes to maintaining service standards for customers.

"So far, I have found it not to be as effective, especially for waitrons."(Manager 2)

"Since it was implemented, I can say that employees have become better in completing their tasks."(Supervisor 2)

"I guess they are effective in maintaining the service standard for our customers." (Supervisor 3).

The above narratives highlight the importance of regular training initiatives in enhancing employee skills and performance, while also emphasizing the need for robust evaluation measures to assess the effectiveness of training programs accurately.

5.4 Theme 4: Optimizing Organizational Performance

5.4.1 Subtheme 4.1: Promoting Employee Well-being and Engagement.

This subtheme explores the strategies use by managers and supervisor to ensure the satisfaction of their employees. From the data analysed, it was covered that the managers and supervisors use different strategies among which include:

(a) Motivation and Mentorship Approach:

Manager 1 revealed the use of motivation and mentorship as strategies to facilitate employee progress and satisfaction.

"Motivation, and mentorship approach so that the employees can progress and later be satisfied." (Manager 1).

(b) Direct and Indirect Approach:

Manager 2 hinted at employing both direct and indirect methods depending on specific situations and individual employees to enhance satisfaction.

"I use both direct approach and indirect approach depending on the situation and the employee at hand."(Manager 2).

(c) Intentional Daily Efforts:

Supervisor 1 strategy underscores the importance of daily intentional efforts towards ensuring employee satisfaction within the workplace.

Supervisor 1: "I think having an intention to satisfy your employees on daily basis is important. Nothing should ever want us to find these systems, but we must live them and ensure that everyone is satisfied." (Supervisor 1).

(d) Focus on Individual Responsibility:

Supervisor 2 emphasis is on individual responsibility, suggesting that employee satisfaction is primarily influenced by their own attitude and engagement with their work.

Supervisor 2: "There is not much in place, mostly everyone is focused on their job, so am I. I think that one's satisfaction is really reliant on them wanting to be in a certain place." (Supervisor 2).

(e) Balancing Work and Personal Life:

The statement from Supervisor 3 highlights the importance of maintaining a balance between work and personal life, indicating that employee satisfaction can be enhanced when such equilibrium is achieved.

"I use motivation for the employees to invest in themselves as they invest in their job. I believe that work and personal life should have a balance, because if not, one will affect the other." (Supervisor 3).

5.4.2 Subtheme 4.2: Enhancing Sales Performance

This subtheme explores strategies to enhance sales performance in the organisation. This includes:

(a) Training on Customer Service and Sales Techniques

Both managers emphasize the importance of training staff in customer service and sales techniques such as suggestive selling and upselling to improve sales performance.

"Trainings on customer service and service excellence and influencing staff to be able to do suggestive selling and upselling."(Manager 1).

Manager 2: "Training staff to think like salespeople by means of upselling. Provide trainings on customer service." (Manager 2).

(b) Focus on Upselling and Suggestive Selling:

Supervisors (1 and 3) highlight the significance of upselling and suggestive selling as key strategies for boosting sales, emphasizing the role of continuous training in these areas.

Supervisor 1: "Upselling and suggestive selling training for staff members is critical to ensuring the growth in sales." (Supervisor 1).

Supervisor 3: "I inform my staff members about upselling all the time. We may have no full capacity, but still be able to meet the sales targets through upselling." (Supervisor 3).

(c) Training in Salesmanship for Hospitality Staff:

The statement from Supervisor 2 illuminates the importance of providing specialized training to hospitality staff to enhance their salesmanship skills, aligning their mindset with that of salespersons to effectively promote products and services.

"Training on being salesperson in hospitality as a food and beverage employee."(Supervisor 2)

5.5 Theme 5: Technological Systems and User Experience

5.5.1 Subtheme 5.1 Limited Technological Systems

This subtheme highlights the limited presence of technological systems in the establishment. Manager 1 mention the micros system as the primary tool affecting customers.

Manager 1: "Besides micros system, which is our property management system, we don't have other systems which affects customers." (Manager 1).

Supervisor 2 echoes similar sentiment by sharing the limited presence of technological infrastructure within the establishment. This indicates minimal reliance on technology for operational purposes.

"Not that I know of, we don't have that much of technological systems at place."(Supervisor 2).

5.5.2 Subtheme 5.2: Website Update Challenges:

Manager 2 notes the challenges associated with maintaining an updated website, particularly regarding food and beverage offerings, which can lead to confusion among guests.

"We don't real have a lot of technological systems in place, especially for our customers. However, I am aware that our website is not up to date, especially concerning food and beverage offerings."(Manager 2).

5.5.3 Subtheme 5.3: Slow Technological Advancement:

The statement from Supervisor 1 underscores the slow pace of technological advancement within the organization, resulting in a reliance on traditional methods of service delivery.

As an organisation, our technology advancement is very slow. We remain the traditional establishment that conduct it services the old fashion way."(Supervisor 1).

The perceive slow technological advancement resonates with the view of Supervisor 3 who acknowledges the absence of advanced technological systems within the organization. The lack of need for regular updates or maintenance as revealed by Supervisor may also be responsible for the slowness of the system in place.

"We have no advanced technological systems which would need to be updated from time to time." (Supervisor 3).

5.6 Summary of the chapter

In summary, the chapter has assessed the role of leadership styles in the Belaire Suites Hotel on employee satisfaction, sales, performance, and customer satisfaction. The data gathered from respondents was analysed using descriptive, inferential statistics and thematic analysis. Seven types of leadership styles namely contingency approach, path-goal, situational, managerial, charismatic, transformational, and transactional leadership styles were assessed. For the quantitative approach which explored general employees' findings, there was an indication that there is little evidence of these leadership styles in the Belaire Suites Hotel. For the contingency approach, the participative leadership style was the most prevalent. For path-goal leadership, directive leadership was the most prevalent. None of the leadership styles was prevalent in situational leadership styles. For managerial leadership, the concern for production was the most prevalent. It was also uncovered that transactional leadership was more evident than charismatic and transformational leadership styles in the Belair Suites Hotel.

Furthermore, it emerged those incentives; employee management, training, planning, and hotel system and processes being more user friendly, were considered as strategies that could increase employee satisfaction. Customer reward, customer management, customer preference, customer satisfaction, and a customer friendly hotel system were considered as strategies that could increase customer satisfaction. Overall, it can be concluded that the contributions and welfare of the employee and customer are vital for the increases in employee performance and sales.

Chapter Six : Discussion of the Findings

6.1 Introduction

The previous two chapters thoroughly presented an analysis of all 3 parts of data collected for the study. Critical findings for the quantitative survey were exhibited in the form of tables and graphs, where interpretation using percentages, means, and standard deviations were mostly used. In addition, descriptive presentation and analysis of the qualitative data which was collected using structured questionnaire was presented. The findings maintain the suggestion that there are different perceptions of leadership styles and productivity at the Belaire Suites Hotel by both general employees and those in leadership positions. Different interpretations of these findings were established to validate the research data. This then presents an opportunity for the current chapter to broadly discuss these findings in relation to the study objectives and study aim. Moreover, the proposed integrated framework developed from the critical review was evaluated in correlation with the findings.

6.2 Summary of the results for biographical information

In chapter four, it was presented that the Belaire Suites Hotel's food and beverage department has more male general staff than the female general staff. The percentage difference between these groups is 21.8% for the quantitative data which was conducted through the general employees. This confirms the statement by Santero-Sanchez (2015: 235) that a high number of those employed in the service industry tend to be male. However, the statement by the author above was contradicted by the findings of chapter five from the qualitative data which was conducted to the departmental leaders. These findings presented that out of 5 departmental leaders, 3 are females and 2 are males. This may then be a sign of progression where the industry is becoming intentional with giving opportunities to females than males, or equally.

The general employee survey as exhibited in chapter four presented that the bulk of these participants were waitrons. For chapter five, it was outlined that out of 5 interviewed leaders, 3 were supervisors and 2 were managers. Most of the general employees' participants maintained that they have been with the organisation for 5-9 years whilst most of the management participants maintained that they have been with the organisation for only 1-5 years. Lastly, a good number of participants proved to be adequately educated. The understanding of the socio-demographic profile

of the participants assists generalising the results of this study to other organisations with similar demographics (Hammer 2011: 1). The author further describes that it is essential to understand these variables since they can influence certain elements of the research, such as the research instrument. It can therefore be noted that the following results can only be generalised in relation to the findings of the biographical information. The level of understanding of the research instrument, the organisation, and the perception presented can only be generalised with regards to the established biological information of the participants.

6.3 The key findings summarised in respect to the study objectives.

The key research objectives are as follows:

- To evaluate leadership styles adopted at the Belaire Suites Hotel.
- To identify the influence of leadership styles on productivity at the Belaire Suites Hotel
- To identify an alternate strategy that can be used to manage productivity at the Belaire Suites Hotel

The summarised findings according to each key research objective of the current study are as follows:

6.3.1 Objective 1: To evaluate leadership styles adopted at the Belaire Suites Hotel

6.3.1.1 Contingency approach leadership style

Based on chapter four's findings, the predominant leadership style at Belaire Suites Hotel is participative, with free rein being the least common. In the same context, the results of managers perspectives on leadership styles presented in chapter five show mostly the characteristics of participative leadership style with little or trace of the free-rein leadership styles characteristics. These suggests that leaders at the hotel could potentially enhance employee satisfaction and increase sales by prioritizing customer satisfaction. This assertion aligns with research by Mohamed et al. (2019:3-5), who observed a significant positive impact on organizational outcomes when leaders adopt a participative approach. They also noted that participative leaders tend to influence both sales and employee satisfaction positively.

However, Khuong (2016:144) suggests a different view regarding participative leadership by explaining that the effectiveness of participative leadership characteristics is contingent upon employee attitudes. Even though participative leadership traits are generally beneficial for organizations, they may fail to yield positive outcomes and might even lead to negative impacts if employee attitudes are unfavourable. Consequently, at Belaire Suites Hotel, the acceptance and perception of participative leaders by employees play a crucial role.

The current findings suggest that food and beverage employees at Belaire Suites Hotel might not be leveraging the opportunity of having participative leaders effectively. The results indicate that the prevalent leadership style in this organization doesn't seem to positively influence productivity.

6.3.1.2 Path-goal leadership styles

Previous chapters have uncovered through quantitative analysis that directive leadership stands out as the predominant model under the path-goal leadership framework at Belaire Suites Hotel. These findings imply that the hotel encourages its employees to efficiently accomplish their tasks. This observation is reiterated in the critical review of the study, suggesting that leaders at Belaire Suites Hotel may utilize this leadership style to enhance productivity in their food and beverage department.

Moreover, qualitative data aimed at addressing gaps in quantitative findings revealed that general employees perceive a strong presence of task-oriented path-goal leadership within the organization. Employee 4 and 6 expressed that their leaders consistently monitor their progress to ensure goal achievement. Solomon (2017: 12) argues that directive leaders, primarily focused on performance, significantly contribute to maximizing productivity in service establishments. However, it's essential to acknowledge Al-Ababneh's (2013: 1) contention that this leadership style may lead to a lack of motivation, potentially resulting in poor productivity within the food and beverage department of hotels. Al-Ababneh's assertion aligns closely with some of the study's findings, which suggest that not all employee performance is influenced by the current leadership style.

Vengesai (2014: 145) further suggests that directive leaders could contribute to employees losing interest in their work within the food and beverage department. Consequently, there is insufficient

evidence to support the claim that directive leadership effectively influences productivity. Instead, it appears that employees in Belaire Suites Hotel's food and beverage department may hesitate to perform their tasks effectively to drive sales and satisfy customers, as further discussed in objective two. Therefore, the researcher recommends that Belaire Suites Hotel management reconsider the use of this leadership style, or alternatively, closely monitor its implementation and impact within their organization.

6.3.1.3 Situational Leadership styles

In Chapter Four, it was uncovered that food and beverage employees at Belaire Suites Hotel hold a negative perception of the two constructs of situational leadership, namely supportive behaviour and directive behaviour. This implies that the prevailing situational leadership style within the hotel may lean towards delegating. This discovery indicates that the staff at Belaire Suites Hotel perceive their leaders as lacking in both supportive and directive behaviours concerning situational leadership.

The absence of these constructs is worrisome, particularly considering Sikinder's (2018: 1) assertion that the essence of situational leadership lies in employing an appropriate style for each specific situation. Perna (2016: 2) further emphasizes the necessity for leaders to adapt their approach to meet the unique requirements of different situations. Considering that Belaire Suites Hotel food and beverage employees' express hesitation regarding the presence of this leadership style, it suggests that leaders within this organization might not effectively implement it in situations demanding a tailored approach to problem-solving. To support this viewpoint, it's notable that food and beverage employees at Belaire Suites Hotel sometimes lack enthusiasm for efficiency, a circumstance requiring a certain level of problem-solving. In such instances, situational leaders could offer viable solutions to address the need for problem-solving skills.

6.3.1.4 Managerial grid leadership style

According to the managerial grid leadership styles, the food and beverage department at Belaire Suites Hotel predominantly exhibits characteristics of authority compliance leaders, with minimal presence of country club, middle-of-the-road, and team leaders. These results underscore a higher emphasis on production concerns over employee welfare within the hotel, indicating a lack of focus on the well-being of its employees. These findings align with the negative characteristics identified in situational leadership constructs.

While productivity-oriented leadership styles, as suggested by Khuong (2016: 144), may sometimes yield positive effects on sales, it's crucial to acknowledge their potential drawbacks, including the distortion of employee focus and reduced productivity. Leaders adopting such styles must exercise caution regarding their impact on the organization. The effectiveness of this leadership approach hinges on whether food and beverage employees at Belaire Suites Hotel possess intrinsic motivation to perform their tasks effectively, as highlighted by Mwesigwa (2018: 26).

Despite the potential benefits, there are considerable concerns regarding the adverse outcomes associated with this leadership style. Therefore, organizational leaders within the food and beverage department at Belaire Suites Hotel should minimize the utilization of these traits to mitigate further impacts on departmental productivity unless employees demonstrate a strong intrinsic motivation to excel independently.

6.3.1.5 New leadership perspective and transactional leadership style

The findings in Chapter Four highlights that transactional leadership is more prevalent at Belaire Suites Hotel compared to charismatic and transformational styles. Transactional leaders typically focus on supervising, organizing, and evaluating performance, often expecting compliance from subordinates through a system of rewards and punishments. However, findings from the current study indicate that employees in the food and beverage department perceive themselves as being overly supervised and penalized for poor performance.

The detrimental impact of this perception is underscored by Damjariovic and Josanov-Vrgovic (2018: 1), who note that employees under transactional leadership may feel lacking in motivation to innovate, instead feeling coerced. Additionally, Spitzbart's (2013: 1) research found no significant relationship between transactional leadership and productivity. Similarly, Alzoubi and Jaafar (2020: 1) suggest that transactional leaders may not contribute to increased sales or productivity within a food and beverage department.

Given these insights, it is imperative for Belaire Suites Hotel management to closely monitor the behaviours exhibited by transactional leaders. A shift towards a new leadership style is warranted to enhance the organization's productivity. There is a pressing need for Belaire Suites Hotel to explore alternative approaches to influence productivity, particularly considering the evident dissatisfaction among employees—individuals crucial for driving sales and satisfying customers.

6.3.1.6 Summary of prevalent leadership styles at the Belaire Suites Hotel

The key highlights of the prevalent leadership styles at the Belaire Suites Hotel includes:

- With the contingency approach leadership styles, the most prevalent leadership style at the Belaire Suites Hotel’s food and beverage department is the participative leadership style.
- With the path-goal leadership style, the most prevalent leadership at the Belaire Suites Hotel’s food and beverage department is the directive leadership style.
- With the situational leadership model, the most prevalent leadership at the Belaire Suites Hotel’s food and beverage department is the delegating leadership style.
- With the managerial grid leadership model, the most prevalent leadership style at the Belaire Suites Hotel’s food and beverage department is the authority-compliant leadership style.
- With the new leadership perspective and transactional leadership model comparison at the Belaire Suites Hotel, the leadership style that is perceived by the food and beverage department employees to be dominant is the transactional leadership style.

The quantitative data interpretation fails to definitively address the research question aimed at determining the predominant leadership style within Belaire Suites Hotel's Food and Beverage department. To bridge this gap, qualitative data collected from six department employees reveals a spectrum of perceived leadership traits and styles, including instructional, hands-on, performance-focused, and authoritative leadership. This suggests a lack of a singular prevailing leadership style within the organization, as perceived by general employees.

Further analysis of qualitative data from department leaders and supervisors corroborates this diversity, with various leadership approaches observed, such as motivational, hands-on, and employee-centric leadership. Avolio and Bass (1991) support this finding, noting that such variability in leadership approaches is common in hospitality businesses, where leaders adapt based on situational demands and tasks at hand.

Consequently, it is evident that among the leadership styles discussed in the literature review, these mentioned styles hold dominance. Drawing from the existing knowledge layered in Chapter Two, it appears that only participative leadership is likely to positively impact Belaire Suites Hotel's productivity. However, the subsequent section will assess the impact of these dominant leadership styles, determining whether they yield positive or negative effects on productivity within the food and beverage department. Through this evaluation, the study aims to ascertain whether the identified dominant leadership styles contribute positively or negatively to productivity at Belaire Suites Hotel's food and beverage department.

6.3.2 Objective 2: To identify the influence of leadership styles on productivity at the Belaire Suites Hotel

This section examines the respondent’s view on how the dominant leadership style impacts productivity measures namely sales, employee performance, and customer satisfaction. The questions of this section were constructed around the context of job titles that are normally found within the food and beverage department of hotels, which is namely waitrons, mixologists, and chefs. The following findings were noted:

6.3.2.1 Leadership styles versus sales and employee performance.

Waitrons

- Most waitrons perceived that they did not deliver more than expected during peak-seasons.
- Most waitrons perceived that they delivered more than expected during dry seasons.
- Most waitrons agreed that nothing motivated them to work up to their abilities.

These findings highlight a notable lack of motivation among Belaire Suites Hotel's food and beverage employees to enhance their performance and drive sales. Many waitrons appear disinterested in positively impacting the organization. This lack of motivation could be attributed to the directive and authority compliance leadership styles. Musyoka (2017: 18) asserts that directive leadership often results in ineffective employees lacking motivation. Similarly, Mwesigwa (2018: 26) concludes that authority compliance leaders can be demotivating stressors for employees. These leadership styles, perceived by waitrons in the food and beverage department, are identified as contributors to the erosion of motivation, ultimately leading to poor productivity.

Despite these concerns, a significant portion of waitrons still believe they exceed expectations during dry seasons. This could be attributed to the anticipated higher volume of customers to serve during these periods, or possibly the influence of the participative leadership style, which may be prevalent. The suggestion of participative leadership dominance is supported by Bhatti et al. (2019: 12), who argue that this leadership style yields favourable outcomes for service establishments. Therefore, the observed increase in customer service during dry seasons may indeed be linked to the potential prevalence of participative leadership.

Mixologists:

- Most mixologists perceived that they served less than the number of expected drinks during peak seasons.
- Most mixologists perceived that they served less than the number of expected drinks during dry seasons.
- Most mixologists perceived that they were not encouraged to put in extra effort when performing their tasks

The results provided by mixologists at Belaire Suites Hotel reveal a troubling trend of negativity, mirroring the lack of motivation observed among waitrons. This lack of motivation is likely influenced by directive and compliance leadership styles, as suggested by Mwesigwa (2018: 26). It appears that these leadership styles contribute to decreased productivity, as mixologists perceive a lack of encouragement from their leaders to exert additional effort in their tasks. This aligns with traits commonly associated with delegating leadership styles, where employees feel simply ordered to perform tasks without sufficient support or motivation.

Supporting this notion, Ridwan et al. (2021: 83) found that disengaged hospitality employees may be experiencing a delegating leadership style from their leaders. Given these findings, it is imperative for Belaire Suites Hotel's food and beverage department to closely examine the dissatisfaction among mixologists. Failure to address these concerns could perpetuate a cycle of low satisfaction among employees, leading to continued declines in sales and employee performance.

Therefore, it is crucial for all characteristics associated with directive, authority compliance, and delegating leadership styles to be closely monitored and addressed. Failure to do so risks further deteriorating the already limited satisfaction among employees, ultimately resulting in ongoing challenges with sales and employee performance.

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Chefs:

- Most chefs perceived that they prepared less orders than expected during peak seasons.
- Most chefs perceived that they prepared less orders than expected during dry seasons.
- Most chefs perceived that there was no supervision in preparing orders both during peak and dry seasons.

Chefs at Belaire Suites Hotel express dissatisfaction with their performance under the prevailing leadership styles. The lack of supervision exacerbates this concern, suggesting a lack of organizational focus on productivity within the food and beverage department. This conclusion is drawn from the chefs' perception that they consistently underperform regardless of the season, indicating a need for the hotel to evaluate the effectiveness of its dominant leadership styles.

This sentiment from chefs aligns with the findings that the perceived dominant leadership styles within the organization are associated with lack of motivation, poor performance, and dissatisfaction, as discussed in objective one. Radwan and Radwan (2020: 270) note that when leaders disengage employees and leave them unsupervised, employees tend to lose focus and underperform. Therefore, it's not surprising that chefs at Belaire Suites Hotel admit to being less efficient in their tasks.

Furthermore, the overall findings suggest a correlation between the identified leadership styles and poor sales and employee performance at Belaire Suites Hotel. While previous discussions highlighted the negative impact of these leadership styles, qualitative data reveals that general employees perceive these traits as capable of motivating their performance, consequently boosting sales.

In essence, while there's recognition of the negative impact of certain leadership styles, there's also acknowledgment of their potential to motivate employee performance. This highlights the complexity of leadership dynamics within Belaire Suites Hotel and underscores the need for a nuanced approach in addressing organizational challenges. Moreover, the data suggests that leaders have the capacity to positively influence employee performance. Whether through tactics that uplift staff morale or those that entail compromises, the work tends to be completed according to defined standards. Most notably, employees indicate that leaders who can cultivate self-motivation among their staff often yield the most favourable results.

While quantitative data from general employees predominantly portrays a perception of poor performance and a lack of interest in efficiency, qualitative data from the same group suggests that employees perceive themselves as self-motivated and often encouraged by their leaders to perform well. Although the specific factors influencing this motivation remain unclear, indications from leaders and supervisors that they utilize rewards as a form of motivation to influence employee performance may provide clarity on this matter. This suggests that indeed, leaders' attempts to motivate may be in place, and whether they effectively influence performance depends on the individual employee.

The indication of poor motivation by the general employees of the department contradicts the findings collected from 2 out 5 of the department’s leaders. The leaders of the department rather indicated that motivating employees is one of their key drivers. This is testament from the view of

manager 2 and supervisor 3 as they detailed that they tend to prioritise motivating their employees all the time. Indeed, supervisor 1 and 3 further explained that they focus on building trust with their employees by virtue of empowering them. Meaning, although general employees of the department lean more into asserting that their leaders do not motivate them, their leaders believes that they do motivate them. This then explains the expression by Thierry (2013:260) who elaborated that human beings do not perceive motivation the same way. This then indicates that while one may assume they are motivating an employee, an employee may feel as though they are not getting the motivation they desire. Therefore, there needs to be an understanding of an individual leaders are motivating so that every word and action can lend effectively as motivation to employees (Eitam, Kennedy, and Tory Higgins, 2013:480).

The next section discusses the findings of the study on the perception of employees, and departmental leaders on the impact of existing leadership styles on customer satisfaction.

6.3.2.2 Leadership styles versus customer satisfaction.

Waitrons and mixologists

- More waitrons perceived that they had regular customers asking for their services.
- More waitrons perceived that they had not received any pieces of training from their leaders on the importance of customer satisfaction.
- More waitrons perceived that their customers did not give them positive gratitude for their service.
- More mixologists perceive that they had regular customers requiring them to prepare drinks for them.

The presence of regular customers at Belaire Suites Hotel suggests some level of customer satisfaction. However, this notion is contradicted by the perceptions of waitrons, who feel they have not received adequate training in customer satisfaction. Additionally, waitrons report that customers rarely express gratitude for the service provided. Therefore, while the hotel may have regular customers, their lack of positive feedback and the waitrons' perceived lack of training in customer satisfaction raise doubts about overall customer satisfaction. Other contributing factors

to customer satisfaction include accessibility, availability of alternative dining options, trading hours, and pricing, as noted by Voicu (2021: 1).

Regarding the dominant leadership styles found in Belaire Suites Hotel's food and beverage department, it is possible that authority-compliant and directive leadership styles exist to some extent. This speculation is supported by Yang and Lim (2016: 3) and Bhasin (2020: 1), who suggest that these leadership styles can lead to customer dissatisfaction due to low investment in employee training on customer satisfaction processes and strategies.

Given these insights, there is an opportunity for leaders in Belaire Suites Hotel's food and beverage department to reassess their current leadership styles and implement changes that prioritize customer satisfaction. This could involve investing more in employee training and adopting leadership approaches that empower staff to deliver exceptional service to customers.

Chefs

- Most chefs perceived that they do not receive any complaints/ bad reviews about the food they serve customers.
- Most chefs perceived that they've had complaints about the time they take to prepare the food.

Chefs at Belaire Suites Hotel echo the sentiments of waitrons and mixologists regarding customer satisfaction. They perceive receiving complaints about their efficiency in food preparation time, yet customers seem content with the quality of food served. This suggests that while efficiency may be lacking, customers still appreciate the food quality. The dominant leadership styles exhibit both effectiveness and inefficiency to some degree. The delay in order completion could stem from a shortage of skilled personnel and limited equipment, as noted by Rai and Singh (2021: 14) and Kumar (2017: 50), who explain that slow service delivery by kitchen staff may result from staff shortages and inadequate equipment.

In conclusion, it remains unclear whether the performance of chefs under the existing dominant leadership styles positively or negatively affects customer satisfaction. However, based on these findings, one can assume that chefs perceive transactional and authority-compliant leadership styles as the most dominant within their leadership structures. Notably, authority-compliant leadership negatively impacts employee performance and reflects poorly on customer satisfaction

(Mwesigwa 2018: 26). Similarly, the transactional leadership style may distort employee commitments in the food and beverage department, thereby affecting customer satisfaction (Volhein 2020: 1).

While these discussions may not provide definitive conclusions, they raise concerns for Belaire leaders regarding kitchen order delays. If the organization is indeed facing shortages of skilled staff, equipment, or effective leadership, it is imperative that these issues are addressed promptly. Failure to do so may result in regular customers refraining from frequent visits due to persistent order delays.

In summary, the following can be noted:

- With the current leadership styles of the Belaire Suites Hotel, waitrons and mixologists contribute little or nothing towards customer satisfaction.
- With the current leadership styles of the Belaire Suites Hotel chefs contribute little or nothing towards customer satisfaction.

Contrary to the quantitative interpretation by general employees, qualitative data collected from them with the intention of addressing the limitations of quantitative data suggests that employees perceive the establishment to have satisfied customers. This indicates that the organization has successfully cultivated a positive customer experience. According to Ladhari (2009), timely responses to customer queries result in increased customer satisfaction and loyalty. Indeed, employees interviewed reported positive responses and feedback from customers regarding their satisfaction with the department's offerings.

Further supporting the qualitative data from general employees, some supervisors perceive positive customer feedback and loyalty within the organization. However, interviews with leaders and supervisors also revealed occasional customer complaints. These complaints are categorized on a daily, weekly, and monthly basis, indicating that the establishment does have dissatisfied customers at times. Although these complaints may be influenced by workload and staffing levels, they still have the potential to impact organizational performance and productivity.

The nature of these complaints often points to leadership oversights such as improper sectioning, staffing, and efficiency. Belaire Suites Hotel employees and leaders recognize their collective responsibility in influencing customer satisfaction. Additionally, the representation of poor

customer satisfaction in quantitative data, along with identification of key areas of complaint in qualitative data from both general employees and leaders, indicates a systemic issue that requires attention.

The prevalence of customer complaints underscores the need for a re-evaluation of methods and the development of new procedures to enhance customer satisfaction and productivity for the organization. Therefore, the following section should evaluate potential processes to improve productivity considering these findings.

6.3.3 Objective 3: To identify an alternate strategy that can be used to manage productivity at the Belaire Suites Hotel

This section provides the validated integrated framework. It shows forth the potential strategy that can be used by the Belaire Suites Hotel's food and beverage department to improve productivity.

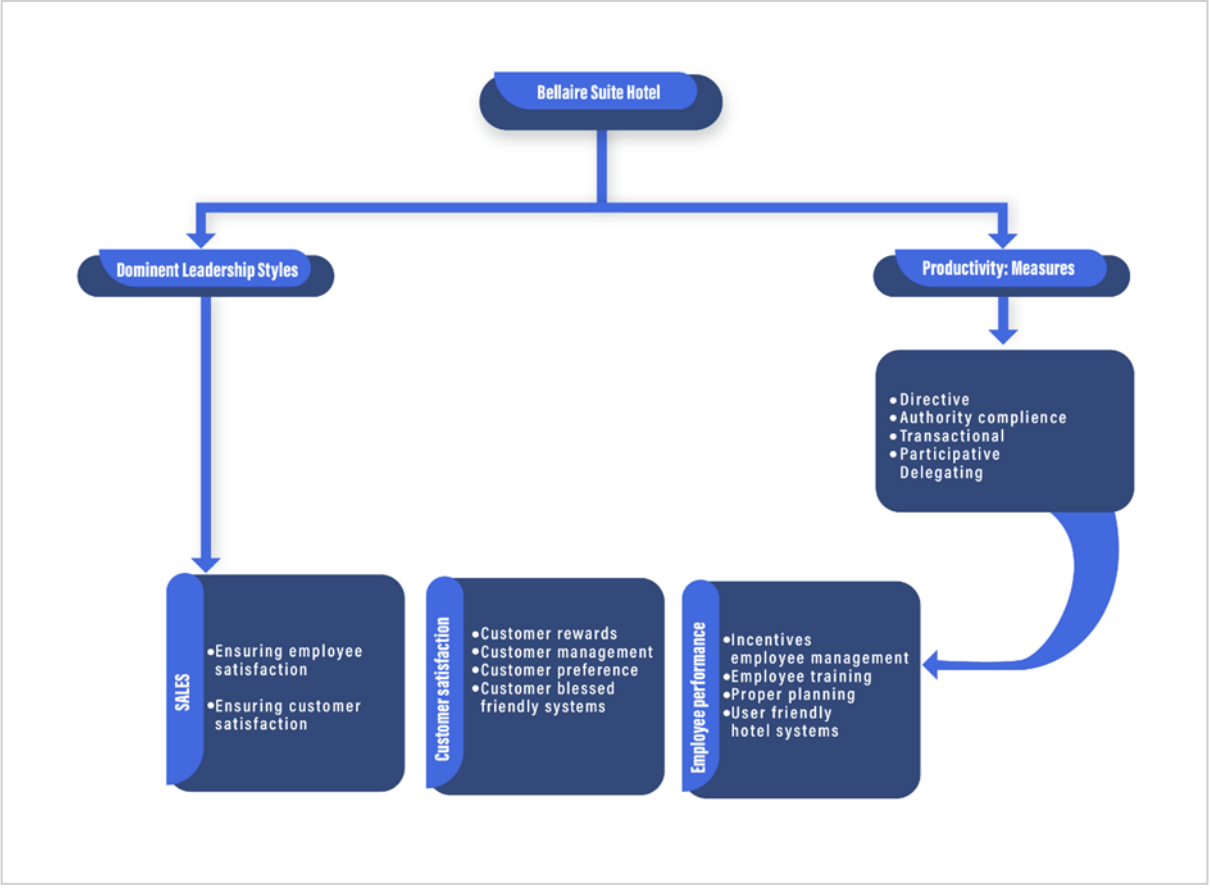

Figure 5.1: Validated Integrated Framework

Objective One identified directive, authority compliance, transactional, participative, and delegating as the most dominant leadership styles for the Belaire Suites Hotel's food and beverage department. Under these leadership styles, employees including waitrons, mixologists, and chefs have perceived that they are not motivated to ensure that the productivity of the organisation is ensured. According to the measures of productivity, the following findings were identified to be suggestions on how leaders can ensure that productivity is maintained:

- **Employee performance**

Food and Beverage employees of Belaire Suites Hotel strongly advocate for the implementation of incentives and employee management systems, including training and user-friendly departmental systems, as depicted in Figure 5.1. This recommendation aligns with the findings of Pawirosurto et al. (2017: 1344), who found that these elements are instrumental in maintaining and increasing employee performance. It is presumed that if Belaire Suites Hotel were to adopt these suggestions, the identified low productivity levels could be effectively addressed.

This recommendation is supported by qualitative data collected from general employees, leaders, and supervisors. During interviews, employees, leaders, and supervisors emphasized the importance of incentives, employee management systems such as training, and user-friendly departmental systems. This comprehensive indication suggests a lack of these elements within the organization and underscores the urgent need for leaders to prioritize them.

Overall, employees, leaders, and managers acknowledge the importance of implementing strategies to enhance employee satisfaction and consequently improve performance. Both quantitative and qualitative data emphasize the significance of rewards as incentives, particularly promotions, which support employee growth and foster self-motivation. Additionally, both types of data underscore the importance of addressing employee needs and providing training to cultivate effective sales skills for the organization. Mamum and Khan (2020) affirm that these practical considerations are essential for ensuring effective organizational performance.

- **Customer satisfaction**

Customer rewards, customer management systems, prioritizing customer preferences, and user-friendly systems are highly recommended by Belaire Suites Hotel's food and beverage department employees. This recommendation is supported by Liu and Mattila (2018: 50) and Namin (2017: 76), who assert that maintaining productivity includes catering to customer satisfaction. As identified in the current study, fairness in distributing rewards to regular customers is emphasized. Furthermore, the adoption of user-friendly hotel systems and effective customer management is advocated by Aftab et al. (2016: 167), who suggest that these strategies can significantly enhance customer satisfaction in the food and beverage department.

Both the qualitative data collected from general employees and that collected from leaders and supervisors support these recommendations. There is a clear need for customer rewards, updates to customer management systems, and prioritization of customer preferences. The suggestions put forth by employees and departmental leadership underscore the critical importance of customer satisfaction for the department's success.

Therefore, it is suggested that the Belaire Suites Hotel adopt these identified strategies, critical for the success of achieving good productivity as shown in Figure 5.1.

- **Sales**

The food and beverage employees at Belaire Suites Hotel have suggested that motivated, well-managed employees and well-structured systems contribute to increased sales. Additionally, they propose that providing rewards and effective management systems is crucial for ensuring customer satisfaction. This viewpoint is supported by Landau (2021: 1) and Anshori (2015: 7), who highlight these elements as essential for maintaining sales in a hotel's food and beverage department. When employee performance is upheld and customer satisfaction is achieved, organizational sales tend to increase. Therefore, as depicted in Figure 6.1, leaders at Belaire Suites Hotel should prioritize ensuring employee and customer satisfaction to enhance sales and productivity.

Furthermore, the data collected from employees to complement quantitative data indicates that satisfied employees and customers significantly contribute to increased departmental sales. This underscores the strong relationship between employee satisfaction, customer satisfaction, and

increased sales. The prevailing suggestion for improving sales is providing employees with training on sales techniques**.**

6.4 Summary of the chapter

This chapter has clearly outlined and discussed the findings of the research. The discussion of the findings was linked with existing theory to contextualise and compare the findings for more meaning. The findings were discussed in association with the Belaire Suites Hotel and other organisations with the same settings. The next chapter exhibits conclusions and recommendations for future research. The conclusion is categorised into two sections namely the conclusion from the literature review and the conclusion from the current study. Moreover, recommendations for the Belaire Suites Hotel from and future research recommendation are made.

Chapter Seven: Summary, Conclusions, and Recommendations

7.1 Introduction

The current chapter serves as the concluding segment of the investigation conducted within the food and beverage department of the Belaire Suites Hotel. Building upon the comprehensive findings presented in the preceding chapters, this chapter synthesizes the main discoveries and provides recommendations aligned with the study objectives.

The primary aim of this investigation was to explore the relationship between various leadership styles and the productivity of the food and beverage department at the Belaire Suites Hotel. Through an exploration of employee and leadership perspectives on leadership styles and productivity, this study sought to deepen understanding in this area. Research questions were formulated based on a review of relevant literature, which followed a proposed conceptual framework grounded in existing knowledge on leadership and productivity.

To ensure robust findings and conclusions, a case study approach was employed, involving both food and beverage employees and leaders at Belaire Suites Hotel. Structured questionnaires were administered to 23 general employees, with data subsequently analysed using the Statistical Package for Social Sciences (SPSS). Additionally, qualitative data was collected through structured interviews with 6 general employees and later analysed thematically to complement the quantitative analysis. Further qualitative data was collected from leaders and supervisors of the department through structured interviews, aiming to provide a comprehensive understanding of leadership dynamics within the hospitality industry, particularly within the food and beverage department.

Through these analytical processes, insights into leadership styles and their impact on productivity within the studied context were developed. The findings shed light on the nuanced relationship between leadership style and productivity in the hospitality sector, offering valuable insights for organizational practice and future research endeavours.

7.2 Summary overview of the study

The study's main goal was to establish whether there is a relationship between leadership styles and productivity. As mentioned in Chapter One, this study was structured in eight chapters as explicated below:

- **Chapter One**: presented the opening section of the investigation. It began with the background of the study, introducing the main elements of the study namely, leadership and productivity. The chapter further introduced the problem statement and outlined the aims, objectives, and research questions. In addition, Chapter One exhibited the background of the study and maintained the studies significance, a summary of the methodology, description research concepts are also outlined in this chapter.
- **Chapter Two:** critically examined the existing knowledge about the variables of the study being investigated. The variables were expanded to include the concept of leadership styles and productivity. The chapter further elaborated on the gaps found in literature. The formation of this chapter was contextualised around the study objectives.
- **Chapter Three:** presented the research methodology for the investigation. The opening of this chapter introduced the elements of the research methods outlined in the entire section. This chapter examined the research method approaches for the study.
- **Chapter Four:** presented the primary data collected from general employees for the investigation. Each section was presented according to the study objectives as they appeared on the research instrument. The analysis and presentation of data were presented using graphs, tables, statistics and descriptively where each element of the research questions were examined.
- **Chapter Five:** Presented the primary data collected from managers and supervisors qualitatively. Descriptive analysis and the use of quotation to outline managers viewpoints on leadership styles and their impact on productivity was used.
- **Chapter Six:** This chapter began with an introduction which outlines all sub-divisions discussed in the section as to exhibit the discussions of findings. Each finding was discussed according to the study objectives where important elements were elaborated upon.
- **Chapter Seven:** Presented the novelty component of the study. Furthermore, this chapter provides recommendations on the potential new ways of a leadership style named the

wheelbarrow leadership style, which can be used by the Belaire Suites Hotel. Moreover, the validated integrated framework is where the recommendations are drawn from. The summary in this chapter provides an overview for the entire investigation.

7.3 Key research findings

This section of the chapter is aimed at outlining major findings from the current research. The key aim of the study was to investigate the impact and the relationship of various leadership styles on the productivity of the food and beverage department from the Belaire Suites Hotel. The key findings are presented according to the study objectives as follows:

7.3.1 Leadership styles at the Belaire Suites Hotel

The study has revealed several gaps with regards to various leadership styles and productivity of the food and beverage department of the Belaire Suites Hotel. It can be noted that there is no clear leadership style perceived by the Belaire Suites Hotel employees to be impactive. However, it can be noted that the directive, authority compliance, transactional, participative, and delegating leadership style were prevalent in the organisation. This prevalent leadership styles had little or no impact towards the productivity of the Belaire Suites Hotel food and beverage productivity.

It can also be noted that, the Belaire Suites Hotel's food and beverage department leaders show different characteristics, which suggests that leaders of this organisation lead differently. This conclusion was adopted from data that proved to be more dominant in the participants' responses. However, the organisation should not ignore the data that proved to be less dominant. Leaders of the Belaire Suites Hotel are not consistent with their characteristics towards different employees. There is an opportunity for a new leadership style that will carry all the employees and organisational objectives similarly within every unique situation. I, therefore, suggest the Wheelbarrow leadership style**.** The concept and motivation of this leadership style is presented below:

7.3.1.1 Wheelbarrow mechanism overview

According to Phxid Interior Designs Team (2022: 1), a wheelbarrow is a simple piece of equipment that is used to carry goods from one place to another. Weeby (2022: 1) expands that, the wheelbarrow assists to make the work easier and faster because it carries a large load with less effort. This entails that, the availability of a wheelbarrow provides efficiency in achieving results faster. This is supported by the Wheelbarrow Forum (2017: 1) by explaining that a wheelbarrow assists a lot in carrying more than one item at a time which then quickens the completion time it would take if only one item was carried at a time. This teaches us that wheelbarrows help for efficiency. The wheelbarrow uses two simple mechanisms namely the wheel and axle, and the lever (Ford 2021: 1). Sometimes these mechanisms are classified as three mechanisms where a wheel and an axle are not grouped as one mechanism. For the interest of this study, the wheel and axle will be regarded as one mechanism as suggested by Ford (2021:1). The use of the two mechanisms makes the process of carrying heavy loads much easier. If leaders (levers) work together with employees (wheel and axle), it will become easy to achieve organisational goals (heavy loads). The two main characteristics of a wheelbarrow in relation to leadership are detailed below:

- Wheelbarrows are compound machines, meaning, they use more than one simple machine to reduce the time and effort needed to complete a certain task (Phxid Interior Designs Team 2022: 1). For the interest of the current study, the Belaire Suites Hotel should use both leaders and employees to complete organisational tasks so that the completion takes less time.
- Wheelbarrows are designed to carry heavy loads because they carry more than one mechanism. This then makes the load lighter and simple to move around (Ford 2017: 1). This suggests that if leaders work together with employees as a team, better results will be achieved within minimal time.

7.3.1.2 Components of the Wheelbarrow

Lever- According to Wheelbarrow Forum (2017: 1), levers on a wheelbarrow consist of effort arms, resistance arms, and a fulcrum. The author further maintains that levers assist the wheelbarrow to lift heavy loads with minimal effort. Weeby (2020: 1) establishes that the resistance arms are located between the effort arm and the fulcrum. It is further added by the author

that, the effort arm of the wheelbarrow is the handle that one uses to lift and push heavy loads that have been placed on the wheelbarrow. Moreover, Ford (2021: 1) elaborates that, the whole wheelbarrow acts as a fulcrum and allows it to move up and down.

The association of a lever with a leader is motivated by the functions of this machine. The key functions noted afore include that leader assist in the same way that a wheelbarrow assists to lift heavy loads. As noted in the critical review of the study, this is the normal task of a leader within any organisation to be available to work with subordinates should there be a need to. The hospitality industry is seasonal, sometimes it gets busy and therefore a lot of assistance and effort from the leader is required to help achieve tasks. Moreover, the lever is regarded as the fulcrum. For leaders, they are normally the ones who decide on how the organisation will move about to achieve set tasks.

Wheel and Axle - According to Phxid (2022: 1), the wheelbarrow's wheel is located at the fulcrum. The axle on the other hand is small and located in the centre. The author further maintains that the wheel and axle help the wheelbarrow move smoothly without friction. Ford (2021: 1) explains that these functions make it easier for the user to push and pull.

The association of the wheel and axle as employees is motivated by the functions of these mechanisms. The key function noted here is that these mechanisms help the wheelbarrow to move smoothly without friction. If there is no friction, it becomes easier to push and pull. It was noted in the critical review that employees are normally on the ground performing tasks that will ensure that the organisation meets its goals. If employees are well functioning, it therefore, becomes easy for leaders to push or pull the organisation towards a set destination.

7.3.1.3 Wheelbarrow leadership style-summary

The wheelbarrow leadership style could be defined as the simple method of carrying an organisation from one destination to another. This means carrying an organisation towards its set goals. Leaders work that with the employees to carry out a wheelbarrow leadership style, understand the value that is carried by employees in a sense that they believe poor functioning employees will disable the organisation from reaching its destination. The most essential functions that can be noted from this suggested leadership style is that the wheelbarrow leadership can be

more efficient, as leaders of this calibre will be able to multitask heavy loads with the help and the involvement of their employees. Furthermore, this leadership style will use less time to achieve more results because of the teamwork leaders will exhibit in partnership with their subordinates, which will assist in achieving organisational goals. In addition, these leaders will be multitaskers, meaning that they will be able to have more than one function which will include taking care of the employees: ensuring customer satisfaction and an increase of sales, whilst ensuring the success of the organisation.

As indicated in Figure 6.1, there is a starting point each hotel has, the set of objectives and goals for the organisation. In this scenario, the load of the Belaire Suites Hotel includes the target for sales, customer satisfaction, and employee performance as these are used as measures of productivity in the organisation. The leader pulls the wheelbarrow forward, given that there is no friction, the wheel and axle help with the movement towards the destination of set goals. The style used by a leader to push an organisation forward determines the speed it will take for the wheel and axle to roll with movement. The slower the push, the slower the employees will roll. The leader can decide to derail the organisation towards the actual destination, if the leader pulls back, or stops pushing, the whole organisation will not be in motion. Herein, leaders are multifunctional in the sense that they ensure the movement of sales, customer satisfaction, and employee performance equally at the same time together with their employees. This then saves time and effort which then ensures efficiency. The Wheelbarrow leadership style is exhibited below as Figure 6.1

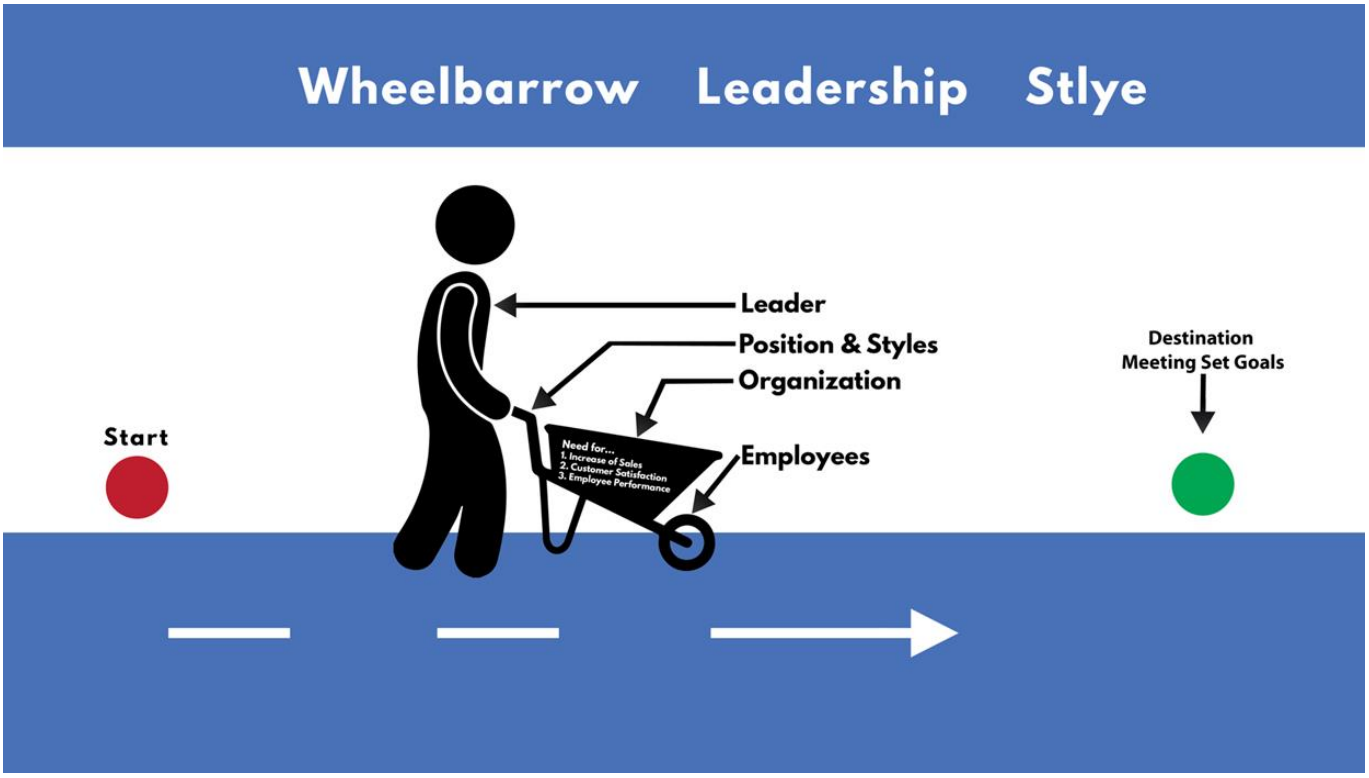

Figure 6.1: Wheelbarrow Leadership Style (Author)

7.3.2 Leadership versus productivity

The Belaire Suites Hotel should create systems that will monitor the impact of the leadership style used in the organisation on productivity. The findings showed little or no positive impact of the current leadership style on productivity. Most of the respondents perceive that they are reluctant to do their jobs with the current leadership styles used in an organisation. The implementation of a system will help the Belaire Suites Hotel to identify which leadership styles are more useful and beneficial to the organisation. The system should simultaneously monitor the impact of prevalent leadership styles on the measures of productivity such as sales, customer satisfaction, and employee performance.

7.3.3 Strategy to manage productivity - Belaire Suites Hotel

The validated integrated framework presented in Figure 5.1 of Chapter Five indicated that there are strategies that can be used to manage productivity. The framework recommends that leaders should pay attention to employee performance, customer satisfaction, and sales. In this framework, it was recommended that:

- **Employee performance** - it was suggested that leaders provide employees with incentives via rewards through promotions, celebrating hardworking employees, providing training, and having user-friendly systems.
- **Customer satisfaction** - it was suggested that leaders provide customers with rewards in the form of coupons while managing their preferences and ensuring friendly customer self-service systems.
- **Sales** - it was suggested that the leaders provide incentive programs, employee management systems, proper planning, and user-friendly systems to increase the sales of the organisation.

7.4 Limitations of the study

The study had the following delimitations:

- The current presented study was limited to the study variables of leadership, leadership styles and productivity.
- The population/employees under the current study were limited to the Belaire Suites Hotel in Durban KwaZulu-Natal.
- The population size of the current presented study was limited to 23 respondents, and 6 leaders: and
- The study was restricted in the research method that was used to obtain and analyse data.

7.5 Recommendations for future research

The outlined recommendations are adopted from the key findings of the current investigation. These recommendations are adapted from the gaps of which were identified in the investigation. These gaps include a need for a new leadership style that will assist the Belaire Suites Hotel to have a way of leading that will ensure productivity. Furthermore, the gaps from which the recommendations are adapted from include modelling a strategy that will ensure customer satisfaction, increase sales of the selected department and increase employee performance at the Belaire Suites Hotel food and beverage department. The recommendations are as follows:

7.5.1 A new way of leading

Earlier in this chapter, a suggestion for a new way of leading was presented. The researcher suggested that the Belaire Suites Hotel use the wheelbarrow leadership style. It is important to note that, currently within the body of knowledge, there is no leadership style known as by this name. This suggestion was motivated and inspired by the functions, and characteristics of a wheelbarrow in households and in construction. Therefore, this style lacks credibility until more research and publications are conducted and published. I therefore recommend that more future studies focus on the characteristics of this suggested leadership style for the food and beverage department of the Belaire Suites Hotel. Furthermore, future research should focus on the relationship between the suggested leadership style and productivity.

7.5.2 Leadership styles versus the productivity framework

The current study proposed a framework that will ensure the productivity of the Belaire Suites Hotel food and beverage department. In the framework, it is presented that the prevalent leadership styles in the organisation are directive, authority compliance, transactional, participative, and delegating. The employees of the Belaire Suites Hotel food and beverage department perceived that leaders should ensure that the employee performance and employee satisfaction is outstanding when trying to increase sales. Furthermore, in the validated framework exhibited, it can also be noted that the Belaire Suites Hotel employees suggest that there should be rewards and incentive given to both employees and customers to increase productivity. In addition, user friendly systems were suggested as another tool in ensuring the satisfaction of customers and high standard performance of employees. Therefore, I recommend that more research should be conducted based

on this framework within the food and beverage department of the Belaire Suites Hotel and organisations with the same settings.

7.6 Remarks and conclusion

The research intended to examine the relationship between leadership styles and the productivity of the food and beverage department of the Belaire Suites Hotel. The motivation was to identify new ways in which the Belaire Suites Hotel can impact and maintain productivity. The success of the Belaire Suites Hotel is dependent on the ability of leaders to maintain employee performance, customer satisfaction, and sales of the department.

There is a rich body of knowledge that has been investigated with regards to leadership. However, there is less knowledge on how various leadership styles can influence productivity. Therefore, this study is significant because of its contribution to the literature of leadership styles' impact on productivity within the food and beverage department of the Belaire Suites Hotel. The Belaire Suites Hotel can use the findings as a training manual for its leaders. Furthermore, the findings of this research can be used by establishments with the same settings as the Belaire Suites Hotel and scholars.

The main conclusion that can be drawn from the current study is that the Belaire Suites Hotel's food and beverage department leadership styles do not contribute significantly to the productivity of the organisation. Herein, it was perceived by employees that the dominant leadership styles within the organisation have little impact on the organisation. The main recommendation provided by the researcher was a need for the adoption of a new way of leading. The researcher described and motivated use for the wheelbarrow leadership style. The intention of this recommendation was to suggest one method that all leaders within the department can use to positively impact productivity. The researcher concluded by establishing a validated integrated framework with the elements such as taking care of the employees and customers to influence sales being prevalent.

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Appendices

Appendix A

LETTER OF INFORMATION

Title of the Research Study: An investigation of the relationship between different leadership styles and productivity: The food and beverage department at the Belaire Suites Hotel, KZN.

Principal Investigator/s/researcher: Manqele Sboniso: Qualifications- Bachelor of Technology in Hospitality managements

Co-Investigator/s/supervisor/s: Dr AN Ngxongo: Qualifications- Doctor of Philosophy-Environmental.

Brief Introduction and Purpose of the Study: The purpose of this study is to investigate the relationship between leadership styles and productivity within the food and beverage department of the Belaire Suites Hotel. Identifying the most suitable leadership style will help to inform the organisation on the type of leaders they should forecast to attract to ensure good productivity. It will also assist the organisation's department to understand which leadership styles they should try familiarizing their employees with.

Hello, May I request your co-operation in completing the attached questionnaire/or to have an interview with you. Your responses will contribute greatly to making sure that the research I am conducting is valid. I am a student at the Durban University of Technology in the Department of Hospitality and Tourism, Faculty of Management Sciences. My research title is "Investigating the relationship between leadership styles and productivity within the food and beverage department".

Outline of the Procedures: The research will be conducted using questionnaires as a survey where a researcher will allow for questionnaires to be self-administered/or structured interviews. You will fill questionnaires during your break time at the canteen/or an interview will be held with you during your breaktime. The manager of the department will issue questionnaires to you before or during your break time/or will allocate the interview time with you. It will take 15-25 minutes to complete the questionnaire/or about 30-45 minutes to complete the interview.

Risks or Discomforts to the Participant: Not applicable. The study will not include any medical or scientific procedures to be carried out by the participants.

Explain to the participant the reasons he/she may be withdrawing from the Study: There will be no adverse consequences for you should you choose to withdraw from participating in the study.

Benefits: There will be no monetary, material, or other benefits from the researcher to you for the contribution towards the research conducted.

Remuneration: No remuneration will be given to you for being a despondence of the study

Costs of the Study: You will not be expected to cover any costs towards the study.

Confidentiality: The personal content provided by you will not be disclosed to anyone. Also, as a participant, you will be de-identified. I, as the researcher, will be a solo custodian of the records of the study.

Results: Results of the study will be shared with the organization (Belaire Suites Hotel). The organization may decide to share the findings with employees. They may also use the findings as a case study between leadership and productivity.

Research-related Injury: There are no expected injuries during the conduct of the study. However, I am in the process of obtaining a gatekeeper's consent since the survey questionnaires will be administered during work hours. Therefore, participants are indemnified by the Belaire Suites Hotel according to the hospitality industry healthy act, should any research-related adverse reaction occur.

Storage of all electronic and hard copies including tape recordings: Data collected will be stored until the study has been concluded. It will be stored in a USB drive and kept away by the

researcher and an electronic copy of data will be stored on google drive and DUT-student email until the research is concluded, then once concluded, data will then be shredded to ensure the confidentiality of participants.

Persons to contact in the Event of Any Problems or Queries:

1. Supervisor- Dr. AN Ngxongo: 082 666 4674

2. Researcher: 069 468 4909

3. Institutional Research Ethics Administrator on 031 373 2375

4. Complaints can be reported to the Director: Research and Postgraduate Support Dr. L Linganiso on 031 373 2577 or researchdirector@dut.ac.za.

Appendix B

CONSENT

Full Title of the Study: An investigation of the relationship between different leadership styles and productivity: The food and beverage department at the Belaire Suites Hotel, KZN.

Names of Researcher/s: Sboniso Manqele

Statement of Agreement to Participate in the Research Study:

- I, hereby confirm that I have been informed by the researcher, Sboniso Manqele

- about the nature, conduct, benefits, and risks of this study - Research Ethics Clearance Number: _____,
- I have also received, read, and understood the above-written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials, and diagnosis will be anonymously processed into a study report.
- Given the requirements of research, I agree that the data collected during this study can be processed in a computerized system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.

- I understand that significant new findings developed during this research that may relate to my participation will be made available to me.

_____ _____ _____ _____

Full Name of Participant Date Time Signature / Right Thumbprint

I, Sboniso Manqele , herewith confirm that the above participant has been fully.

informed about the nature, conduct, and risks of the above study.

Sboniso Manqele	19/01/2021	S. Manqele
Full Name of Researcher	**Date**	**Signature**
Full Name of Witness (If applicable)	**Date**	**Signature**
Full Name of Legal Guardian (If applicable)	**Date**	**Signature**

Appendix C

151 SNELL PARADE • NORTH BEACH • DURBAN • 4001 • Tel. No.: 031 332 4485 • Fax No. 086 6614202

• Email: info@belairesuites.co.za • Website: www.belairesuites.co.za

07 July 2021

Updated: 12 March 2024

RE: PERMISSION TO CONDUCT RESEARCH STUDY FOR SBONISO MANQELE

TO WHOM IT MAY CONCERN,

I am writing to confirm that the Belaire Suites Hotel is happy to grant permission to Sboniso Manqele, ID number 950408 5622 084, to conduct his research study,towards his Masters: Management Sciences (Hosp-Hospitality).

We thank you for choosing the Belaire Suites Hotel in completing your study, titled:

Investigating the relationship between leadership styles and productivity: A case of the food and beverage department of the Belaire Suites Hotel, KwaZulu-Natal., and would like to wish you all the best in your endeavour.

However, we would like to request that anonymity and discretion be always kept, if possible, during your study.

I am available and happy to discuss, should you have any further questions.

You can reach me on 031 332 4485.

Yours Sincerely,

Kamil Anandhaw- Assistance Food & Beverage Manager

Appendix D

Institutional Research Ethics Committee
Research and Postgraduate Support Directorate2nd Floor, Berwyn Court

Gate 1, Steve Biko Campus Durban
University of Technology
P O Box 1334, Durban, South Africa, 4001Tel: 031 373 2375

Email: lavishad@dut.ac.za

http://www.dut.ac.za/research/institutional_research_ethics

www.dut.ac.za

3 March 2022

Mr S.
Manqele
Emayeni Area

P.O Box 186
Nongoma
3950

Dear Mr Manqele

An investigation of the relationship between different leadership styles and productivity: The food and beverage department at the Belaire Suites Hotel, KZNEthical Clearance number IREC 156/21

The Institutional Research Ethics Committee acknowledges receipt of your notification regardingthe piloting of your data collection tool.

Kindly ensure that participants used for the pilot study are not part of the main study.In addition, the IREC acknowledges receipt of your gatekeeper permission letter.

Please note that FULL APPROVAL is granted to your research proposal. You may proceed with

data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which mayalter its ethical consideration must be reported to the IREC according to the IREC SOP's.

Please note that any deviations from the approved proposal require the approval of the IREC asoutlined in the IREC SOP's.

Yours Sincerely

Dr K Padayachy

Deputy Chairperson: IREC

Appendix E

Questionnaire

Instructions to respondents

a) Please answer all questions.

b) Please be as honest as possible.

c) You may select only one answer appropriate to you.

d) Use ticks (✓) to indicate your answers where appropriate

Section A: Biographical Information.

1. Please indicate your job within the food and beverage department

Waitron	Chef	Mixologist	Other: Specify_____

2. Please indicate your gender

Male	Female	Other: Specify_____

3. Please indicate how long you have been employed at the Belaire suites hotel

Less than year	1-4 years	5-9 years	10-15 years	+15 years

4. Please indicate your level of education

No matric	**Only Matric**	**Higher Certificate**	**Diploma**	**Degree/ Postgraduate**

Other (Please specify)

_____

Section B

5. Leadership styles survey

5.1 Contingency approach leadership styles

Statements	**Agree**	**Disagree**	**Neutral**	**N/A**
5. 1.1 My leaders do not allow me to express my opinions.				
5.1.2 My leaders do not dictate me around.				

5.1.3 My leaders supervise me all the time when I am doing my work.				
5.1.4 Leaders do not spy on me to see whether I perform my tasks.				
5.1.5 Leaders do not share the authority of decision-making with me.				
5.1.6 Being included in finding solutions by my leader motivates me				
5.1.7 Being encouraged by my leader to be innovative enables my creativity				
5.1.8 Working with me as my leader ensures that I provide effective service to clientele				
5.1.9 Allowing me to be creative as my leader enables my problem-solving skills talents to be effective				
5.1.10 Leaders spend all their working hours at the office without checking on us.				
5.1.11 Leaders does not interfere with my working procedures				
5.1.12 Disengagement of my leaders allow me to work as I please				

5.2 Path-goal leadership styles

Statements	**Agree**	**Disagree**	**Neutral**	**N/A**
5.2.1 My leaders clearly explain departmental goals				
5.2.2 The rules of tasks completion are not provided to me by my leaders				
5.2.3 The existing leaders provide me with guidance on how to use the departmental equipment				
5.2.4 Leaders do not motivate me to be dedicated to completing my tasks				
5.2.5 My leaders motivate me to be teachable so that I can advance my career				
5.2.6 Leaders reach out to me when I am bothered by something				

5.2.7 Leaders allow room for me to talk about my issues				
5.2.8 Leaders are constantly not satisfied by my performance				
5.2.9 Leaders encourage clear communication between team members				
5.2.10 Leaders in my organisation organise employees into groups to maintain effectiveness				
5.2.11 My opinions are essential during the decision-making process by leaders of the organisation				
5.2.12 Leader's provision of team building sessions are are priority of my leaders to improve team effectiveness				
5.2.13 Leaders take less concern in defining tasks during the tasking of staff				
5.2.14 There is no provision of clear deadlines by the leaders of the organisation				
5.2.15 My leaders do not understand procedures for completing departmental tasks				
5.2.16 It is a trend by leaders to provide employees with difficult tasks to complete				

5.3 Situational Leadership style (Directive and supportive behaviour)

Statement	Agree	Disagree	Neutral	N/A
5.3.1 My leaders are always available to help me give the best service to customers				
5.3.2 Leaders of the organisation do not support inexperienced employees				
5.3.3 Leaders avoid dictating me around as they please				
5.3.4 Leaders express clear expectations towards employees				
5.3.5 My leaders prefer pointing me around without any assistant				
5.3.6 My leaders are always working with me in completing my tasks				
5.3.7 My leaders do not shout at me when I lack in my performances				
5.3.8 Leaders makes the provision of annual training to help boost my knowledge				

5.4 Managerial grid leadership styles (Concern for people or production)

	Agree	**Disagree**	**Neutral**	**N/A**
5.4.1 My leaders create no systems that contribute towards productivity				
5.4.2 My leaders make provision of rewards when my sales are improved				
5.4.3 Leaders shows that they are concerned about the number of sales made more than the level of my satisfaction				
5.4.4 Leaders push me to complete my tasks at any cost				
5.4.5 My leaders are not interested in taking care of my needs as an employee				
5.4.6 My leaders do not priorities creating a conducive working environment for me as an employee				
5.4.7 Leaders always minimise conflicts between co-workers				
5.4.8 Leaders cannot maintain harmony between employees.				

5.5 Charismatic, Transformational, and transactional leadership style

Statement	Agree	Disagree	Neutral	N/A
5.5.1 My leaders encourage me to go after my dreams				
5.5.2 My leaders do not motivate me to reach my full potential				
5.5.3 Leaders tries to prepare me for promotions within the organisation				
5.5.4 Leaders do not value my contributions within the organisation				
5.5.5 Leaders priorities in generating strategies that meet my developmental needs				
5.5.6 The organisation's leaders use old ineffective strategies to complete tasks.				
5.5.7 Leaders maintains the introduction of new effective operational systems from time to time				
5.5.8 The organisation's leaders use incompetent systems within my department				
5.5.9 Leaders assess my performance from time to time				

5.5.10 Leaders do not provide rewards to employees that outstand others performance				
5.5.11 My leaders use punishments to employees that do not perform well				
5.5.12 My leaders provide no education to employees about our departmental culture				

5.20.1 In an appropriate cell, indicate with a tick (✓) whether your leader possess different leadership trait further to those expressed

Yes	No

5.20.2 If yes, mention the leadership traits expressed by your leader

6. Leadership styles vs productivity survey

● Please only complete the section relevant to your job title.

Statement	**Agree**	**Disagree**	**Neutral**	**N/A**
6.1 Waitron				

Leadership style vs sales and employee performance				
Under the current leadership style:				
6.1.1 I deliver more than expected orders in an hour during peak seasons.				
6.1.2 I deliver more than expected orders during dry seasons.				
6.1.3 Nothing motivates me to work up to my ability.				
Leadership style vs customer satisfaction				
6.1.4 I have a lot of customers who are consistent in visiting the restaurant and asking for my services per week				
6.1.5 I have not been trained by my leaders on the importance of customer satisfaction.				
6.1.6 Customers are always showing gratitude for my excellent service				

6.2 Mixologist (Statement)	**Agree**	**Disagree**	**Neutral**	**N/A**

Leadership style vs sales and employee performance				
Under the current leadership style:				
6.2.1 I serve more than expected drinks in an hour during peak up seasons under the current leadership				
6.2.2 I am motivated to serve more than expected drinks in an hour during both peak and dry seasons.				
6.2.3 I am not encouraged by my leader not to put an extra effort to serve as many customers as I can.				
Leadership styles vs customer satisfaction				
6.2.4 I normally come across familiar faces that visit the bar section and ask for the same beverages				
6.2.5 I do not understand the importance of rendering excellent service to bar-customers				
6.2.6 I am hardly encouraged to be responsive to customers conversations				

Chef (Statements)	**Agree**	**Disagree**	**Neutral**	**N/A**

Leadership styles vs sales and employee performance				
Under the current leadership style:				
6.3.1 I prepare more than expected orders in an hour during peak-up seasons.				
6.3.2 I am not encouraged to make more than anticipated orders during dry seasons.				
6.3.3 There is no supervision in preparing orders both in dry-season and pick-up season.				
Leadership style vs customer satisfaction				
6.3.4 I always get complaints about poorly cooked meals				
6.3.5 Usually, I get good compliments about the food that I prepare				
6.3.6 Customers always complain about the time I take to cook meals				

Section C

7. Strategy that can be used to manage productivity survey

● Employee suggestion on how leaders can increase employee satisfaction

Statement	Agree	Disagree	Neutral	N/A
7.1 Incentive programs. **Leaders should consider:**				
7.1.1 Promoting hardworking employees				
7.1.2 Rewarding hard-working employees.				
7.1.3 Not celebrating hard-working employees				
7.1.4 Promoting employees according to the level of satisfaction they brought to customers				
7.2 Employee management. **Leaders should consider:**				
7.2.1 Monitoring employee's behaviour should not be the priority				
7.2.2 Punishing employees that fail to behave according to contractual rules				
7.2. Allowing employees to design their tasks				
7.2.4 Not to monitor the progress of tasks performance				

7.3 Employee training. **Leaders should consider:**				
7.3.1 Not to provide training for employee empowerment				
7.3.2 Not to train employees about service excellence				
7.3.3 Providing training on departmental goals and objectives				
7.3.4 Initiating on-the-job pieces of training to equip employees				
7.4 Planning for customer satisfaction. Leaders should consider:				
7.4.1 To prepare employees about customer service				
7.4.2 To inform their employees about customer needs				
7.4.3 Preparing easy steps for service delivery by employees				
7.4.4 Staffing enough employees to achieve a flowing customer service				

7.5 Hotel systems and processes. **Leaders should consider:**				
7.5.1 Not to make the availability of billing systems that are easy to use				
7.5.2 Creating systems that are not time-consuming				
7.5.3 Not to provide manuals that will assist employees to operate hotel systems				
7.5.4 To be involved in the development of hotel systems and processes				

● Employee suggestion on how customer satisfaction can be achieved

Statement	**Agree**	**Disagree**	**Neutral**	**N/A**
7.6 Customer rewards **Leaders should consider:**				
7.6.1 The provision of rewards in coupons for regular customers				
7.6.2 Providing rewards of free meals to regular customers				

7.6.3 Not to give out any rewards to appreciate regular customers				
7.6.4 Not to provide rewards only to their favourite customers				
7.7 Customer management. **Leaders should consider:**				
7.7.1 The provision of procedures that helps to identify regular customers				
7.7.2 Not to keep track of unsatisfied customers				
7.7.3 Not to do follow-ups on customers that suddenly cancel bookings				
7.7.4 Identifying the reasons behind non-retaining customers				
7.8 Identifying customer preferences Leaders should consider:				
7.8.1 To show no concern about customer preferences				
7.8.2 Not to do surveys to identify customer preferences				
7.8.3 Taking customer suggestions seriously				

7.8.4 Making the provision of services preferred by customers				
7.9 Customer satisfaction. **Leaders should consider:**				
7.9.1 To conduct surveys to identify customer needs				

7.9.2 Not to consider needs that will satisfy customers				
7.9.3 Not to pay attention to things that customers do not like				
7.9.4 focusing on operations instead of customer satisfaction				
7.10 Customer-based hotel systems and processes. **Leaders should consider:**				
7.10.1 To create hotel systems and processes that are user friendly for customers				

7.10.2 Not to provide manuals for hotel systems and processes to customers				
7.10.3 providing hotel systems and processes that are less time consuming for customers				
7.10.4 Not to provide hotel systems that help to meet customer needs.				

● **Employee suggestion on how the hotel can increase sales**

Statement **Leaders should consider:**	Agree	Disagree	Neutral	N/A
7.11.1 Providing incentive programs to motivate employees to make more sales				
7.11.2 To provide employee management systems to positively impact sales				
7.11.3 Making no employee training that will affect sales				
7.11.4 Planning no strategies that will increase customer satisfaction to increase sales				

7.11.5 Creating user-friendly systems that will help retain customers to positively affect sales				
7.11.6 Not to provide customer rewards that will positively impact sales				
7.11.7 Providing no customer management systems that will help retain customers to positively impact sales				
7.11.8 Identifying customer preferences to increase customer satisfaction for more sales				
7.11.9 Prioritising less on customer satisfaction programs that will retain customers and positively affect sales				
7.11.10 To create no hotel systems that will be user friendly towards customers to retain customers to come for more purchases				

APPENDIX F

GENERAL EMPLOYEES -STRUCTURED INTERVIEW QUESTIONS

Research Topic: *An investigation of the relationship between different leadership styles and productivity: The food and beverage department at the Belaire Suites Hotel, KZN.*

Name of Researcher: *Mr. Manqele Sboniso*

Student No-21958677

0637719582

sbonisomanqele20@gmail.com

Department of Hospitality and Tourism

Durban University of Technology

Name of Supervisor: *Dr. Andrias Nduduzo Ngxongo*

031-373-5507

ETHICAL CONSIDERATIONS AND DECLARATION:

- *The primary responsibility of the researcher as far as this study is concerned is to treat the information given by the respondent as confidential as possible.*
- *Personal or seemingly intrusive information will not be solicited, and if it is necessary for the project, it will be tapped upon with high sensitivity to the respondent, offering specific reasons.*
- *The self-esteem and self-respect of the subjects involved will not be violated.*
- *If a respondent does not wish to participate or avail themselves for an interview/ completion of questionnaires, the individual's desires will be respected and will not be forced to participate.*
- *There will be no misrepresentation or distortion in reporting the data collected during the study.*

- *Data collected from this study is solely intended for academic purposes, no other reasons than that. The results of the study will be made available upon request by the respondents who took part in the study.*

Date of Interview: _____

Time of Interview: _____

Name of Organization: _____

QUESTIONS ADDRESSING KEY VARIABLES AND QUANTITATIVE GAPS

1. **There was a mixed perception by employees on the prominent leadership style on your establishment, what kind of leadership trait & styles do you normally experience from your leaders on daily basis?**

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

2. **The kind of leadership traits and styles adopted by your leaders, what role do they have towards influencing your work performance?**

3. **Excluding the influence of personal challenges, how often are you happy coming to work for your shift?**

4. **What is the perception of customers about the service of your establishment?**

_____

_____

5. What key functions do you think can be performed to influence the following:

5.1 Employee Satisfaction

_____

_____

_____

_____

_____

5.2 Customer Satisfaction

_____

_____

_____

_____

_____

5.3 Sales

_____

_____

_____

_____

_____

APPENDIX G

HOTEL MANAGERS & SUPERVISORS -STRUCTURED INTERVIEW QUESTIONS

Research Topic: An investigation of the relationship between different leadership styles and productivity: The food and beverage department at the Belaire Suites Hotel, KZN.

Name of Researcher: Mr. Manqele Sboniso

Student No-21958677

0637719582

sbonisomanqele20@gmail.com

Department of Hospitality and Tourism

Durban University of Technology

Name of Supervisor: Dr. Andrias Nduduzo Ngxongo

031-373-5507

ETHICAL CONSIDERATIONS AND DECLARATION:

- The primary responsibility of the researcher as far as this study is concerned is to treat the information given by the respondent as confidential as possible.
- Personal or seemingly intrusive information will not be solicited, and if it is necessary for the project, it will be tapped upon with high sensitivity to the respondent, offering specific reasons.
- The self-esteem and self-respect of the subjects involved will not be violated.
- If a respondent does not wish to participate or avail themselves for an interview/ completion of questionnaires, the individual's desires will be respected and will not be forced to participate.

- There will be no misrepresentation or distortion in reporting the data collected during the study.
- Data collected from this study is solely intended for academic purposes, no other reasons than that. The results of the study will be made available upon request by the respondents who took part in the study**.**

Date of Interview: _____

Time of Interview: _____

Name of Organization:_____

SECTION A: RESPONDENT AND HOTEL PROFILES

1. **What is your age group?**

Under 30 years		**31-35 years**	
36-40 years		**41-50 years**	
51-60 years		**More than 60 years**	

2. **What is your Gender?**

Female	
Male	

3. **What is your position in the company?**

Manager	
Supervisor	

4. **How long have you been in this role in your hotel?**

1-5 years		**6-10 years**	
11-15 years		**16-20 years**	
More than 20 years			

5. **What is your highest level of qualification?**

High School		**Diploma**	
Higher Certificate		**Undergraduate Degree**	
Postgraduate Degree		**Other (Please specify)**	

SECTION B: INTERVIEW QUESTIONS

Objective 1: To evaluate leadership styles adopted at the Belaire Suites Hotel.

1.1 How would you describe your daily leadership approaches?

_____

_____

_____

_____

_____

_____

1.1.1 What are your thoughts on leadership that has no pre-defined structure- without interference by a central authority?

_____

_____

_____

_____

_____

_____

1.1.2. How do various leadership styles influence the performance of staff members? (Feel free to give examples from your experience in the industry.)

_____

_____

_____

_____

_____

1.1.3 How often do you adapt your leadership style to each unique situation to meet the needs of the situation?

_____

_____

1.1.4 Do you usually use punishment and rewards as forms of performance motivation? If so, please give an example, if not, why?

_____

_____

_____

_____

_____

_____

1.1.5 Do you often combine charm, interpersonal connection, and persuasiveness to motivate your employees? If so, how do you do this?

_____

_____

_____

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1.1.6 How often do you inspire change in others, and how effective is it in influencing their performance?

_____

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Objective 2: To identify the influence of leadership styles on productivity at the Belaire Suites Hotel.

2.1 In what way do your employees exceed your expectations in terms of efficiency throughout their shift?

2.2 How often do you have to solve customer complaints in a day because of a disservice rendered by your employee?

2.3 Do you normally deal with kitchen-error customer complaints or front-of-house-error customer complaints? What do you think influences these complaints?

Objective 3: To identify alternate strategies that can be used to manage productivity at the Belaire Suites Hotel

3.1 What incentives do you have as a motivator to achieve high performance from your employees?

_____
_____
_____
_____
_____
_____

3.2 Do you normally find yourself overly managing employees by forms of keeping tabs throughout the day? If so, why?

_____
_____
_____
_____
_____

3.3. How often do you provide employees with training? And do you find such training courses effective?

_____
_____
_____
_____
_____
_____

3.4 What systems do you use to achieve employee satisfaction in your establishment?

3.5. Do you think that your employees and customers find your establishment's technological systems easy to use? And please elaborate on how do you ensure that your systems are not confusing to your employees?

4. What methods or activities do you think can be used to improve the hotel's sales? And what do you think is your role as a leader to achieving more sales?

Tracy Khuzwayo

Editor

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To whom it may concern,

This letter serves as a formal confirmation of my services as editor for the master's student Sboniso Manqele (student number 21958677) from the Faculty of Management Sciences, at the Durban University of Technology (DUT).

I was responsible for proofreading and editing Mr Manqele's thesis. I am currently a registered service provider at DUT.

If there is any further information required, please feel free to contact me via the contact details listed below.

Yours sincerely,

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