

# Perception of Leadership Styles and Job Satisfaction of Waiters working in Star Hotels in Tamilnadu

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**Abstract:** The present study aims to investigate the relationship between the leadership styles of managers as perceived by the waiters working in star hotels in Tamilnadu. To attain the aim the most suitable descriptive method had been employed using survey as a technique. Since geographical area of the study is Tamilnadu as a whole, proportionate stratified random sampling method had been used to sample 23 star hotels in Tamilnadu and cluster sampling is to sample 473 participants. The tools Leadership Style Questionnaire and Job Satisfaction Survey were developed and validated by B. Lenin Selvanayagam. Collected data was analysed using mean, SD, 't' test, F test Schefffe test and Pearson's correlation coefficient. The result reveals that there is significant positive correlation between democratic and charismatic leadership style and job satisfaction of waiters in working in star hotels.

**Index Terms:** Leadership Styles, Job Satisfaction, Waiters, Star Hotels.

## INTRODUCTION

Employee satisfaction is of most importance for employees to remain happy and also be productive to their level best. Satisfied employees are more loyal towards their organization and they hardly think of quitting even in the worst scenario. No amount of trainings or motivation would help, unless and until individuals develop a feeling of attachment and loyalty towards their organization. Satisfied employees show adjustment even in the period of work pressure and unsatisfied employees will be finding fault with everyone and will lead to conflicts. A satisfied worker is more efficient and effective in an organization (Haque & Aston, 2016; Haque et al., 2015). Subordinates will be more satisfied if they are treated well (Aziri, 2011; Haque, Faizan & Cockrill, 2017). Highly satisfied employees have a positive and favorable attitude towards their work while unsatisfied workers have a negative attitude towards their job (Armstrong, 2006). Whereas organizational support is important to employee satisfaction and loyalty, leadership behaviour and how the employees perceive their superior support also play a vital role in obtaining the desired work outcomes.

Leadership styles have a great influence on employees' job satisfaction and organizational commitment. Ineffective supervisors or managers are one of the fundamental factors for the low levels of job satisfaction and organizational commitment in the hotel industry. A leadership style is a leader's method of providing direction, implementing plans, and motivating people. The findings of the most of the researches revealed a significant relationship between the style of leadership and job satisfaction (Bass, 1990; Newstrom & Pierce, 2011; McKenna, 2012). But interestingly, studies from different countries found that different styles of leadership do not have the same impact on job satisfaction (Stogdill, 1974).

## BACKGROUND OF THE STUDY

Authors have different approaches towards defining job satisfaction. Some of the most commonly cited definitions on job satisfaction are analysed. Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). Spector (1997) lists three important features of job satisfaction. First, organizations should be guided by human values. Second, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. Third, job satisfaction may serve as indicators of organizational activities. So job satisfaction is worth paying attention

Leadership style is important for motivating employees and increasing their satisfaction level. Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals ((Bunmi Omolayo,2007). Bass (1997) divided leadership style into transformational leadership and transactional leadership. Transformational leadership has the characteristics of individual influence, spiritual encouragement and intellectual stimulation. Podsakoff et al (1990) said that leadership behavior can affect trust and satisfaction of employees to organization and organizational citizenship behavior further enhances the relationship between leadership style and organizational commitment directly. Voon et al (2011) found out the influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia.

## STATEMENT OF THE PROBLEM

This study is aimed to construe and examine the relationship between leadership styles on the employees' job satisfaction hospitality industry in Tamilnadu, in order to indicate which leadership style is most preferred by the waiters. There is a demand for

integration of leadership theories in hospitality industry. Therefore, it is crucial for the management of hotels to identify and understand the employees' job satisfaction for enhancing its goals and endeavours.

## RESEARCH QUESTIONS

1. Which leadership styles are most preferred by the waiters in hospitality industry?
2. What are the impacts of leadership styles on employees' job satisfaction?

## SIGNIFICANCE OF THE RESEARCH

The significance of this research is to understand the impact of leadership styles on employees' job satisfaction. The data gathered from this research study would help in understanding the importance of leadership styles and leadership management on employees' job satisfaction in hotel industry. The results of the study would make the HR managers to understand strong leadership and management styles in correlation with employee job satisfaction, and how it affects the overall performance of the organization. The results would provide deeper knowledge to the leaders in order to implement definitive suggestions and make sound decisions concerning leadership styles and employee job satisfaction in leading the organization towards success.

## OBJECTIVES OF THE STUDY

- To find out waiters' perception of leadership styles of their leaders
- To measure the job satisfaction of waiters working in star hotels
- To find out significant difference among waiters working in various star category hotels in their perception of leadership styles
- To find out significant difference among waiters working in various star category hotels in job satisfaction
- To find the relationship between the perception of leadership styles and job satisfaction of waiters.

## METHODOLOGY

The method of research found good and suitable was descriptive method using survey as a technique to collect data. The population for this study being waiters working in star hotels, proportionate stratified random sampling method was used to identify the three, four and five star hotels in Tamilnadu. Then to draw a sample of 473 waiters, cluster sampling technique was employed.

The Leadership Style Questionnaire was developed to measure the five leadership styles such as Autocratic, Democratic, Bureaucratic, Charismatic and Laissez-faire Leadership. It is a self-reporting questionnaire that consists of 21 questions addressing how often certain leadership behaviours are displayed (Avolio & Bass, 1995). A Likert scale format is used for each question, with 5 choices per items ranging from "Not at all" to "Frequently, if not always". This questionnaire is designed to assess the following leadership style of managers.

- According to Ardichvili and Kuchenke (2010) and Egwunyenga (2010), an autocratic leader centralizes power and decision-making in him. In this style, the leader makes all the decisions and gives orders, assigns tasks and duties without consulting the employees. The leader takes full authority and assumes full responsibility.
- The democratic leadership style is more participative in nature where the leader involves team members while making critical decisions. Democratic leaders decentralise authority. He encourages participation in decision-making (Anderson, 1959)
- The bureaucratic leadership style focuses on fixed duties within a hierarchy where each employee has a set list of responsibilities and there is little need for collaboration and creativity. This leader gives people little or no freedom (Seyed Javadin, 2007).
- In charismatic leadership style leaders smartly attracts a plethora of people with their charm and charisma. They are self-motivated, passionate, and confident. Leadership style like this can be used to build a powerful standing in the marketplace and gain a huge fan-following using their strong self-image (Cicero and Pieria, 2010).
- In laissez fair leadership style, leaders delegate the responsibility to team members and let them work on their own with minimum or no interference. (Mondy & Premeaux, 1995, p.347)

The Job satisfaction Survey consists of 36 questions, to assess employee attitudes about the satisfaction and aspects of the job. A summated rating scale format is used, with six choices per question ranging from "strongly disagree" to "strongly agree". Cronbach's Alpha was performed to determine the reliability of the measures.

Collected data was analysed using mean, SD, 't' test, F test, Schefffe test and Pearson's Product Moment Correlation.

## ANALYSIS OF DATA

Insert Table No.1 The findings of the study reveals that perception of leadership styles of waiters working star hotels in Tamilnadu. Among 473 waiters 27.49% perceived autocratic style of leadership, 21.77% perceived democratic style, 19.66% perceived bureaucratic, 15.02% perceived charismatic, and 16.06% perceived laissez fair leadership style.

Insert Table No.2 The study reveals that 31.08% of waiters record less job satisfaction, 48.84% moderately satisfied and 20.08% waiters record as highly satisfied.

Insert Table No.3 The study infers that the waiters do not significantly differ in their perception of autocratic leadership style with respect to star category of hotels. But they significantly differ in their perception of democratic, bureaucratic, charismatic and laissez fair leadership styles. The scheffe test reveals that with regard to democratic style the waiters of 5 and 4 star hotels differ significantly than waiters of 3 star hotels. With reference to bureaucratic leadership style the waiters' perception of 5 star hotels significantly differ than 4 and 3 star hotels. Considering charismatic leadership the waiters of 4 star hotels perception is better than waiters of 3 star hotels. The perception of waiters regard to laissez fair leadership style the waiters of 5 star hotels differ from 4 star hotels and the waiters o 4 star hotel differ from 3 star hotels

Insert Table No. 4 The waiters' perception does not significantly differ due to autocratic and laissez fair with respect to their years of experience in hotel industry. But comparing the mean scores the waiters significantly differ in their perception due to democratic, bureaucratic and charismatic leadership styles with reference to their years of experience.

Insert Table No. 5 The result indicates that the waiters of star hotels significantly differ in their job satisfaction. The scheffe test reveals that the waiters of 5 star hotels and 4 star hotels significantly differ and the waiters of 4 star hotels and 3 star hotels differ in their reported job satisfaction.

Insert Table No. 6 The study gives an understanding that the waiters of star hotels significantly differ in their job satisfaction with regard to length of service. Comparing the mean score the waiter who are less experienced exhibit more satisfaction that the waiters who have put up 11 & above experience in hotel industry.

Insert Table No. 7 It finding provides the answer to the research question of the study that there is significant positive correlation between perception of leadership styles and job satisfaction of waiters working in star hotels.

Insert Table No. 8 There is significant positive correlation between perception of democratic and charismatic leadership and job satisfaction of waiters working in star hotels. But the study reveals that there is no relationship between job satisfaction and autocratic, bureaucratic and laissez fair leadership styles. There is negative correlation between job satisfaction and bureaucratic leadership style.

## FINDINGS AND DISCUSSIONS

The findings of the current study reveal that the perception of leadership styles of waiters working star hotels in Tamilnadu. Among 473 waiters 27.49% perceived autocratic style of leadership, 21.77% perceived democratic style, 19.66% perceived bureaucratic, 15.02% perceived charismatic, and 16.06% perceived laissez fair leadership style. Great leaders are those who select their leadership styles like chefs do knives—based on what is needed at the time, and what is the best tool for the job. Let leaders discover and develop their own style and create a shared leadership culture as an organization. But leaders should know how the followers perceive their style of leadership and what effect it could make on job satisfaction of the subordinates

From the study it is revealed that 31.08% of waiters record less job satisfaction, 48.84% moderately satisfied and 20.08% waiters record as highly satisfied. This finding draws support from the previous study that the majority of the waiters had moderate level of job satisfaction (Lenin Selvanayagam B. Thiagarajan M., 2017). Further the finding was supported by Mukhles Al-Ababneh (2013) reports all employees were moderately satisfied with their job.

There is significant difference in perception of leadership styles of waiters working in hotels with reference to the various star categories. Leaders can make important differences in employee's level of job satisfaction through improving employees effectiveness and motivation. Mukhles Al-Ababneh (2013)

The study brings to the lime light that the waiters of star hotels significantly differ in their job satisfaction. Comparing the mean score the waiter who are less experienced exhibit more satisfaction that the waiters who have put up 11 & above experience in hotel industry. The finding was supported by Lenin Selvanayagam B. Thiagarajan M. (2017) says waiters' significantly differ in their job satisfaction with regard to gender and length of experience.

The study confirms that there is significant positive correlation between perception of leadership styles and job satisfaction of waiters working in star hotels. Yousef (2000) supports the finding says that leadership behaviour was positively correlated to job satisfaction and therefore managers need to adapt appropriate leadership behaviours in order to improve employee's job satisfaction. Lenin Selvanayagam B. Thiagarajan M. (2017) also confirmed that there is significant positive correlation existed between leadership effectiveness and job satisfaction of workers in hospitality industry in Tamil Nadu. This study showed the importance of satisfaction with management relations and co-worker relations and their joint influence on overall job satisfaction in hospitality industry (Positive behaviour in the organisation) Marina Laskarin Azic (2017). On the contrary Lady Nadia Frempong, Wonder Agbenyo, Peter Adjei Darko (2018) record there was at least significant relationship between the human resource practices. Another study by Faizan Ali, Clarissa Stafford (2017) found out that job dissatisfiers gave the reason for their dissatisfaction was relationship with supervisors.

The study revealed there is significant positive correlation between perception of democratic and charismatic leadership and job satisfaction of waiters working in star hotels. Omeka and Onah (2012) found out democratic leadership exerts a positive influence on their job satisfaction. Further confirmed by (Obi, 2003) employees are most satisfied with democratic leadership because their opinion, comment and suggestions are needed for decision making Saeid Afshinpour(2014) indicated that charismatic leadership styles has a positive correlation with employee satisfaction. Charismatic leaders promise better opportunities. Charismatic leaders are agents of change and articulate an idealized future for the organization.

## ORGANISATIONAL IMPLICATIONS

- It is important to understand the nature of different leadership styles and assess their impact on resolving different organizational problems
- The managers and supervisors should be encouraged to adopt democratic leadership style and charismatic leadership style since they impact higher result in job satisfaction of subordinates.
- Leaders should try as much as possible to maintain cordial relationships with their subordinates.
- The leaders should avoid any laissez-faire behaviour and spend time instead training, paying attention to employees' abilities and needs, help them develop their talent, and provide a supportive environment.
- Supervisors should enrich the knowledge about the perceptions of leader's styles and how these styles relate to employee motivation and job satisfaction.
- The researcher strongly recommend to the management of star hotels to pay more attention to improving supervisors' management and leadership skills and to monitoring the relationship between supervisors and employees.

## SUGGESTION FOR FURTHER RESEARCH

The literature review can be good evidence to claim that the field of leadership is quite diverse and there are many unexplored areas of leadership that can be critical to the success of the organizations through gaining support of the employees and their job satisfaction. Moreover, the future research can take into consideration various leadership theories and identify their influence on job satisfaction. The variance of results depending on different geographies can be explored.

## CONCLUSION

The study was aimed to find the relationship between leadership style and job satisfaction among the waiters working in star hotel in Tamilnadu. The main objective of the study was to find out the relationship between leadership style and job satisfaction. Based on the results, democratic leadership style and charismatic leadership style have a significant positive impact on job satisfaction. This indicates that when democratic and charismatic leadership style approach is practiced, job satisfaction of subordinates would increase. People like to work in free atmosphere where they can share and exchange their views. They are allowed to take part in decision making thus creates a sense of ownership among the employees that gives them satisfaction.

**Table No.1**

Waiters' perception of leadership styles of their Leaders

Preferred Leadership Style	count	Percentage
Autocratic	130	27.49
Democratic	103	21.77
Bureaucratic	93	19.66
Charismatic	71	15.02
Laissez-faire	76	16.06
Total Sample	473	100

**Table No. 2**

Level of job satisfaction of waiters working in star hotels

Job Satisfaction	Less Satisfied	Moderately Satisfied	Highly Satisfied
Total Sample (473)	(147) 31.08%	(231) 48.84%	(95) 20.08%

Table No. 3

There is significant difference among waiters working in various star category hotels in their perception of leadership styles

Preferred Leadership Style	star Categories	Count	Sum of squares	df	Mean scores	Calculated 'F' value	R	Scheffe
Autocratic	5 star	37	13.587	2	9.47	1.173	NS	-
	4 star	89	5487.253	471	9.24			
	3 star	347	5473.666	473	9.07			
Democratic	5 star	37	74.176	2	8.32	9.708	S	1&3 2&3
	4 star	89	3684.287	471	8.25			
	3 star	347	3610.111	473	7.64			
Bureaucratic	5 star	37	76.951	2	9.11	9.373	S	1&2 1&3
	4 stars	89	3956.206	471	8.18			
	3 stars	347	3879.255	473	8.05			
Charismatic	5 star	37	22.059	2	13.68	3.244	S	2&3
	4 star	89	3234.670	471	14.10			
	3 star	347	3212.611	473	13.71			
Laissez-faire	5 star	37	73.290	2	13.58	4.129	S	1&2 2&3
	4 star	89	3630.516	471	14.47			
	3 star	347	3697.806	473	13.76			

(At 5 % level of significance, the table value of 'F' ratio is 3..03)

Table No. 4

There is significant difference between waiters working in various star category hotels in their perception of leadership styles with respect to length of service

Preferred Leadership Style	Experience	Count	Mean	Standard Deviation	t-Value	Remarks
Autocratic	10 & Below	297	9.04	2.273	1.064	NS
	11 & Above	176	9.20	2.497		
Democratic	10 & Below	297	8.13	2.096	4.169	S
	11 & Above	176	7.58	1.849		
Bureaucratic	10 & Below	297	8.48	2.086	4.130	S
	11 & Above	176	7.92	1.983		
Charismatic	10 & Below	297	13.46	2.114	4.404	S
	11 & Above	176	14.01	1.596		
Laissez-faire	10 & Below	297	12.10	2.601	1.233	NS
	11 & Above	176	12.02	2.582		

(At 5 % level of significance, the table value of 't' is 1.96)



**Table No. 5**

There is significant difference among waiters working in star hotels in their Job Satisfaction

Job Satisfaction	star Categories	Count	Sum of squares	df	Mean scores	Calculated 'F' value	R	Scheffe
Total Sample	5 star	37	317.398	2	9.34	29.009	S	1&2 2&3-
	4 star	89	5169.855	471	8.28			
	3 star	347	5487.253	473	9.70			

(At 5 % level of significance, the table value of 'F' ratio is 3.03)

**Table No. 6**

There is significant difference between waiters working in star hotels in their Job Satisfaction with respect to length of service

Job Satisfaction	Experience	Count	Mean	Standard Deviation	t-Value	Remarks
Total Sample	10 & Below	297	9.43	2.505	3.548	S
	11 & Above	176	8.88	2.293		

(At 5 % level of significance, the table value of 't' is 1.96)

**Table No. 7**

There is significant relationship between waiters' Job Satisfaction and perception of leadership styles.

Variables	Count	Calculated Value of 'γ'	Remarks
Leadership Style & Job Satisfaction	437	0.102	S

(At 5 % level of significance, the table value of 'r' is 0.88)

**Table No. 8**

There is significant relationship between waiters working Job Satisfaction and perception of leadership styles.

Leadership Styles	Count	Table Value	Calculate 'γ'	Remark
Autocratic	130	0.159	0.098	NS
Democratic	103	0.174	0.182	S
Bureaucratic	93	0.194	-0.169	NS
Charismatic	71	0.217	0.233	S
Laissez fair	76	0.217	-0.102	NS

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