

ABSTRACT

This study investigated manager's leadership style in four star hotels of Arusha and their effects on employee performance. The specific objectives of the study were determining the leadership styles commonly employed in four-star hotels in Arusha city council, to examine the effects of managerial leadership styles to employees work performance in four-star hotels and assessed the strategies used by managers to improve employee's performance. A case study design was employed by using a case of two hotels in Arusha City. The study used both qualitative and quantitative research approaches in analyzing the data, quantitative approach is characterized by the collection of information which can be analyzed numerically, while Qualitative data were analyzed using content analysis. Targeted population was 287 employees while the sample size was determined by a sampling formula which was 167 respondents who were randomly selected. A questionnaire was the main tool in data collection against interview. The questionnaire was validated through expert judgment and a pilot study was conducted to determine the reliability of the research instrument. Descriptive and inferential statistics was applied for the data analysis. The results indicated that all leadership styles which are democratic, autocratic and laissez-faire had a significant effect on employee work performance at four-star hotels in Arusha city council. It was recommended that Involvement of employees in all matters pertaining their issues and this will have an effect on work performance, the management of the hotels should promote participatory or democratic leadership style since it has a significant effect on employee work employee performance. By allowing participation of employees and management through receiving feedback and recommendations from employees at all level for decision making. Management includes employees to determine what is to be done, employees at the lower-level cadre are the ones who put plans into actions, so the management of four-star hotels involve lower-level employees in determining their plans. The hotel management may encourage routine feedback mechanism from employees on major decision about the hotel operations. This will create a participative working environment for all employees to be engaged in the leadership process.