MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

LEADERSHIP STYLES, MANAGERIAL EMPOWERMENT AND STRATEGIC DECISION MAKING AMONG STAR RATED HOTELS IN UGANDA.

BY

NASAKA SOPHIA

2020/HD10/23505U

0786249488

snasaka@mubs.ac.ug /sophianasaka30@gmail.com

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF MAKERERE UNIVERSITY

PLAN A

DECEMBER, 2023

DECLARATION

I NASAKA SOPHIA declare that this dissertation is my original work and has never been submitted to Makerere University or any other Institution for any academic award.

Signature ..... Date 05/12/2023.....

NASAKA SOPHIA

2020/HD10/23505U

APPROVAL

This is to certify that this dissertation by Nasaka Sophia 2020/HD10/23505U has been submitted with our approval as university supervisors.

Signature..... Date 5/12/2023

ASSOC.PROF.ATCERO MILBURGA

Signature..... Date 4/12/2023

MR. CHANGHA GEORGE

DEDICATION

I dedicate this dissertation to my mother; Nassaka Asmaa and friends to be specific Agaba Edmand, Lumanyika Nicholas, Mukundane Micheal , Bateesa Sulaiman , Musiimenta Faith , Ntege Emmanuel, Amis Asuman who contributed tremendously in diverse ways to my academic career . I appreciate your love, financial and social support that got me this far.

I will my entire life forever be indebted for your great contribution.

ACKNOWLEDGEMENT

I take this opportunity to thank the Almighty for His Grace and Mercy that have been sufficient to see me through this struggle

My sincere gratitude goes out to my supervisors; Assoc.Prof Atecro Milburga and Mr. Changha George for the generous time and academic guidance throughout the entire process of this study.

I also thank the Management of the Faculty of Graduate Studies and Research of Makerere University Business School for continuously creating a conducive environment for us to achieve our desired goals. Great thanks goes out to my lecturers; Prof. Vicent Bagire, Dr. Levi Kabagambe, Prof. Sudi Nangoli, Mr. Aijuka Collins and Mr. Okumu Moses.

I am forever grateful to my classmates; Bateesa Sulaiman, Ntege Emmanuel, Faith Musiimenta and all members of my discussion group for the excellent teamwork exhibited throughout the entire course of our study.

Finally, am forever indebted to my lovely mother Nassaka Asmaa, my sister Namuli Sumaya and grandparents Sheikh Jibril Mayanja and Nampijja Saiddat for their moral and spiritual encouragement.

TABLE OF CONTENTS

DECLARATION ii

APPROVAL iii

DEDICATION iv

ACKNOWLEDGEMENT v

LIST OF TABLES ix

ABSTRACT x

CHAPTER ONE 1

INTRODUCTION 1

1.1 Background 1

1.2 Problem Statement 5

1.3 Purpose of the Study 6

1.4 Objectives of the Study 6

1.5 Research Questions 6

1.6 Scope of the study 6

1.6.1 Subject Scope 6

1.6.2 Geographical scope 7

1.7 Significance of the Study 7

1.8 Conceptual Framework. 8

CHAPTER TWO 9

LITERATURE REVIEW 9

2.1 Introduction 9

2.2 The Concept of Strategic Decision Making 9

2.3 The Concept of Leadership Styles 12

2.3.1 Paternalistic Leadership style 12

2.3.2 Transformational Leadership style 14

2.3.3 Charismatic Leadership style 15

2.3.4 Autocratic leadership style 17
2.4 The Concept of Empowerment 17
2.5 The Relationship between Leadership Styles and Strategic Decision Making 20
2.6 Relationship between Managerial Empowerment and Strategic Decision Making 21
CHAPTER THREE 23
RESEARCH METHODOLOGY 23
3.1 Introduction 23
3.2 Research Design 23
3.3 Study Population 23
3.4 Sample Size Determination 23
3.5 Sampling Method and Procedures 24
3.6 Sources of Data 24
3.6.1 Primary Source 24
3.7 Data Collection Method 24
3.8 Measurement of the Variables 25
3.9 Data Processing 25
3.10 Data Analysis 25
3.10.1 Data Presentation 25
3.11 Validity and Reliability 26
3.12 Construct Validity 26
3.13 Ethical Considerations 27
CHAPTER FOUR 28
PRESENTATION ANALYSIS AND DISCUSSION OF FINDINGS 28
4.1 Introduction 28
4.2 Response rate 28
4.3 Firm's background information 29
4.4 Correlation Results and Interpretation 32

4.5 Correlation Analysis....32

4.4.1 The relationship between Leadership style and Strategic Decisions Making towards hotels businesses in Uganda....33

4.4.2 The relationship between managerial empowerment and strategic decisions making towards hotel businesses in Uganda....33

4.5 Regression Analysis....34

CHAPTER FIVE....36

DISCUSSION, CONCLUSION AND RECOMMENDATIONS....36

5.1 Introduction....36

5.2 Discussion of the findings....36

5.2.1 The Leadership Styles and Strategic Decision Making....36

5.2.2 The Managerial empowerment and Strategic Decision Making....38

5.2.3 The effect of leadership styles and managerial empowerment on strategic decision making....40

5.3 Conclusions....41

5.4 Recommendations....43

5.5 Limitations and Areas for future Study....43

REFERENCES....45

APPENDICES....50

APPENDIX I: QUESTIONNAIRE....50

APPENDIX II: List of Rated Star Hotels....55

LIST OF TABLES

Table 1: Showing the Proportionate Sample Size to be used 24

Table 2: Showing Reliability 26

Table 3: Sample characteristics of firms 29

Table 4 Sample characteristics of the respondents (N=169) 30

Table 5: Correlation between variables 32

ABSTRACT

This study sought to examine the relationship between leadership styles, managerial empowerment and strategic decision making among star rated hotels in Uganda. The study adopted a cross sectional research design and stratified simple random sampling to gather data from 81 star rated hotels by Uganda Tourism Board in the entire country. Apart from assessing the reliability and validity of the constructs through confirmatory factor analysis, this research also used Pearson correlation approach to test the proposed hypotheses.

The study established that there was a positive and significant relationship between leadership style and strategic decisions making ($r=.691^{**}$, $p<.01$). The results also found there was a positive and significant relationship between managerial empowerment and strategic decisions making ($r=.660^{**}$, $p<.01$). The study found out that leadership styles and managerial empowerment predict 51.2% of strategic decision making (Adjusted R Square
= 0.512). The regression model was significant and thus reliable for making conclusions and recommendations. The most significant predictor of strategic decision making was leadership style (Beta= 0.449, t= 5.312, Sig. = .000), followed by managerial empowerment (Beta= 0.314, t= 3.717, Sig. = .000). The findings revealed that leadership style and managerial empowerment were strong predictors of strategic decision making ($p<0.05$)

A key recommendation is that hotel managers should be allowed to exercise the kind of leadership style that is suitable depending on the prevailing situation. Hotels should also put in place a policy and a working environment that empowers managers to take relevant strategic decisions.

The limitations for this study were that, the sample for this study is based on rated star hotels in Uganda, using managers as unit of inquiry and cross sectional in nature. In addition, the present study employed quantitative techniques, therefore, future studies can consider the entire hotel sector in Uganda, consider all employees as unit of inquiry and also employ qualitative or both qualitative and quantitative or any other method of research design and analysis of information

CHAPTER ONE
INTRODUCTION

1.1 Background

The hotel industry has recently evolved significantly, pushing the bar higher for operators trying to get a competitive advantage in the arena. The widespread use of new technologies and the highly competitive environment of the industry has forced operators to look for ways to improve their long-term strategic decisions as well as their short-term tactical approaches. This is because, strategic decisions are important to hotels in achieving multiple objectives such as reducing costs, improving performance and building competitive advantages, (Sliman S. Alsoboa et, al. 2015).

Globally, hotels especially in the developed world implement various initiatives that leads to efficient and effective strategic decision making through hiring competent managers, training and empowering them with the required skills. However, most hotels especially in the Sub-Saharan Africa and Uganda in particular seem to fail to realize their main strategic decision targets in terms of expanding their operations within and outside their boundaries, competing with the foreign brands and more so, most of these hotels are managed by foreigners which has made strategic decision making to remain a paradox (Ogba & Tan, 2019, Jones & Taylor, 2017).

Many scholars that tried investigating about strategic decisions have done so from the perspective of developed countries such as (Sedat ÇELİK et.al; 2016, Dr. Mukhles Al-Ababneh, 2013, Tan Bee Wen, 2019) among others, ignoring the hotel sector in the developing countries. Thus the current study attempts to fill this gap by focusing on strategic decisions among developing countries Uganda in particular, it zeros down to the star rated hotels in Uganda. How strategic decisions can be initiated, implemented and sustained. Although, many scholars have put forward suggestions on the key determinants of strategic

decision making, leadership style and managerial empowerment seem to be more critical and deserve attention.

According, (Bendtner, 2012) defines leadership style as a leader's method of providing direction, implementing plans, and motivating people. Various authors have proposed identifying many different leadership styles as exhibited by leaders in the political, business or other fields. What is known about leadership styles is that there are numerous leadership styles such as transformational, autocratic, participative styles etc (Bennie, 2010). Effective leaders have a style or a combination of multiple styles that make them successful in guiding and inspiring employees. Successful leaders are capable of driving creativity and productivity, while also improving the bottom line of a business.

On the hand, empowerment has become one of the most relevant concepts in the new field of management theory and practice. While as the definition of empowerment varies, for the essence of this study, empowerment is described as having the ability to provide managers with the relevant guidelines and skills to facilitate in autonomous decision making which includes responsibility and accountability for the strategic decisions made within the accepted restrictions which are part and parcel of the culture of the organization.

On the same note, Namasivayam, Guchait, & Lei, (2014) defined empowerment as the exercise of providing individuals with the opportunity to make job decisions through the expansion of their autonomy regarding decision making.

In addition to that, empowerment has been defined as the breakdown of traditional hierarchical structures whereby an empowered organization, the closest person in the line of work to a problem, is provided with the mandate to solve the problem (Choi et al., 2016). The concept has spanned industrial and culture sectors. For example, in Japan,

empowerment is referred to as a training workforce to have trust in each other, education, support, motivation, respect, and ideas with the target of advancing employees' skills. Furthermore, (Indranil, 2018) suggests that empowerment should be a long-term process commitment that is incorporated into an organization's development approach to motivate and nurture loyalty amongst employees. Indeed, a workforce that has autonomous decision-making abilities can forcefully act as business partners that will focus their attention on profitability (S. Sharma & Taneja, 2018).

Many scholars have come up with a number of theories to support strategic decision making top management leadership styles and empowerment. For example, Eisenhardt's theory to faster decision making argues that two of the antecedent's necessary for strategic decision speed are a two-tier advice process and consensus with qualification. Both of these antecedents call for a leadership type that inculcates others' ideas and thoughts in the decision-making process. Therefore, this decision-making theory requires a type of top management leadership that values participation.

A transformational leader, performing high on the dimensions of intellectual stimulation and individualized consideration, would allow a faster decision-making process through Eisenhardt's (1989) theory of decision making. On the other hand, the traditional view of faster decision making poses a more autocratic type of leadership. In this case, we argue that this type of faster decision-making process is more closely associated with a transactional leader. According to Kanter's theory, empowerment is promoted in work environments that provide employees with access to information, resources, support, and the opportunity to learn and develop

The environment of the hotel sector in Uganda is highly dynamic due to high- performance expectation from the government, non-governmental agencies, and the community as

well as the customers at large. The dynamic nature of this sector has further stiffened the competition. Therefore, for hotels to remain competitively relevant, the study further noted that they must put into consideration suitable strategies (Kiseli, Senaj & Eng, 2016). This will, in addition, lead to improved performance and growth. Leadership and managerial empowerment are critical in such an environment (Andrews, 2012). Strategic decision making has become one of the top concerns in the most contemporary organization. It is a multidimensional concept which is characterized by; where companies are, whom they want to work with, where they want to be and how they get there. Despite strategic decision making by managers being of ultimate importance, it continues to receive insufficient attention especially in the Uganda's hotel sector (Peeters, Massini & Lewin, 2014). Research also shows that the strategic decision making by managers in privately owned hotels remains a puzzling and inexplicable concern.

According to Nabwire (2014), successful strategic decision making in the hotel sector by managers is not fully implemented. Most managers, particularly in privately owned hotels, fail to make and implement their strategic decisions due to organizational factors such leadership styles, and lack of empowerment (Sekaran & Bougie, 2013). As put by Kouser, Qureshi, Shahzad and Hasan (2012) it is important for managers to understand why they cannot make strategic decisions and how this can be controlled in the interests of the respective hotel businesses.

However, these problems have not been fully addressed in past studies. Little is known about the relationship between leadership styles, empowerment and strategic decision making for hotel businesses (Orthodox &Krishna, 2016; Hailesilasse, 2013). Moreover, limited studies have explored the relationship among variables in Uganda's context. Thus, this study explores the relationship between management leadership style, managerial empowerment and strategic decision making for hotel businesses in the context of

privately owned hotels in Uganda.

1.2 Problem Statement

The importance of strategic decision making in companies especially in the hotel industry cannot be under estimated (Wyman, 2015). This is because good strategic decision making gives the company more competitive advantage, cost reduction, growth among others. It's for this reasons that hotels hire managers who are specialists, competent, skilled and educated.

However, this is still a challenging job in the hotel sector especially in developing countries. Many hotel business managers especially in developing countries more so in Uganda still seem to fail in taking a full responsibility in making decisions at the strategic level. This is evidenced with low level of competition, growth in terms expansion of their operation both within and outside and most of these hotels are managed by foreigners (Lewis & McCann 2012). This could be attributable to weaknesses in implementing the leadership styles they want and they are less empowered to initiate actions that are key in strategic decision making , instead follow directives given to them by their directors which at times a cost to the company.

Studies investigating the relationship between these variables using managers' perspective in the star rated hotels have remained scanty especially in developing countries Uganda in Particular where almost 99.9% of hotels are ranked by Uganda Tourism Board and Uganda Hotel Association. This study therefore, attempts to bridge this gap and make a humble contribution in this area of research in the hotel businesses in Uganda.

1.3 Purpose of the Study

- To examine the relationship between leadership style, managerial empowerment and strategic decision making among hotel businesses in Uganda.

1.4 Objectives of the Study

- To examine the relationship between leadership style and strategic decision making among hotel businesses in Uganda.
- To examine the relationship between managerial empowerment and strategic decision making among hotel businesses in Uganda.
- To determine the joint predictive power on the relationship between leadership style, managerial empowerment and strategic decision making among hotel businesses in Uganda.

1.5 Research Questions

- What is the relationship between top leadership styles and strategic decision making ?
- What is the relationship between managerial empowerment and strategic decision making?
- What is the joint predictive power on the relationship between leadership styles, managerial empowerment and strategic decision making?

1.6 Scope of the study

The scope covered both the subject and geographical scope.

1.6.1 Subject Scope

The study focused on the three variables under investigation leadership style, managerial empowerment which are the independent variables and strategic decision making which is the dependent variable.

1.6.2 Geographical scope

The study covered majority of the star rated hotels in Uganda but focusing on the hotel concentration curve listed by Uganda Tourism Board and Uganda Hotel Owners Association. The choice of these hotels was due to them being one of the first-class hotels across the nation. Therefore, the primary target included the managers in top management such as the general Managers and their Departmental managers. Further still, most of the rated hotels are big brands and operate on minimum standards and at least they are more concerned on how they are managed and how decisions are made.

1.7 Significance of the Study

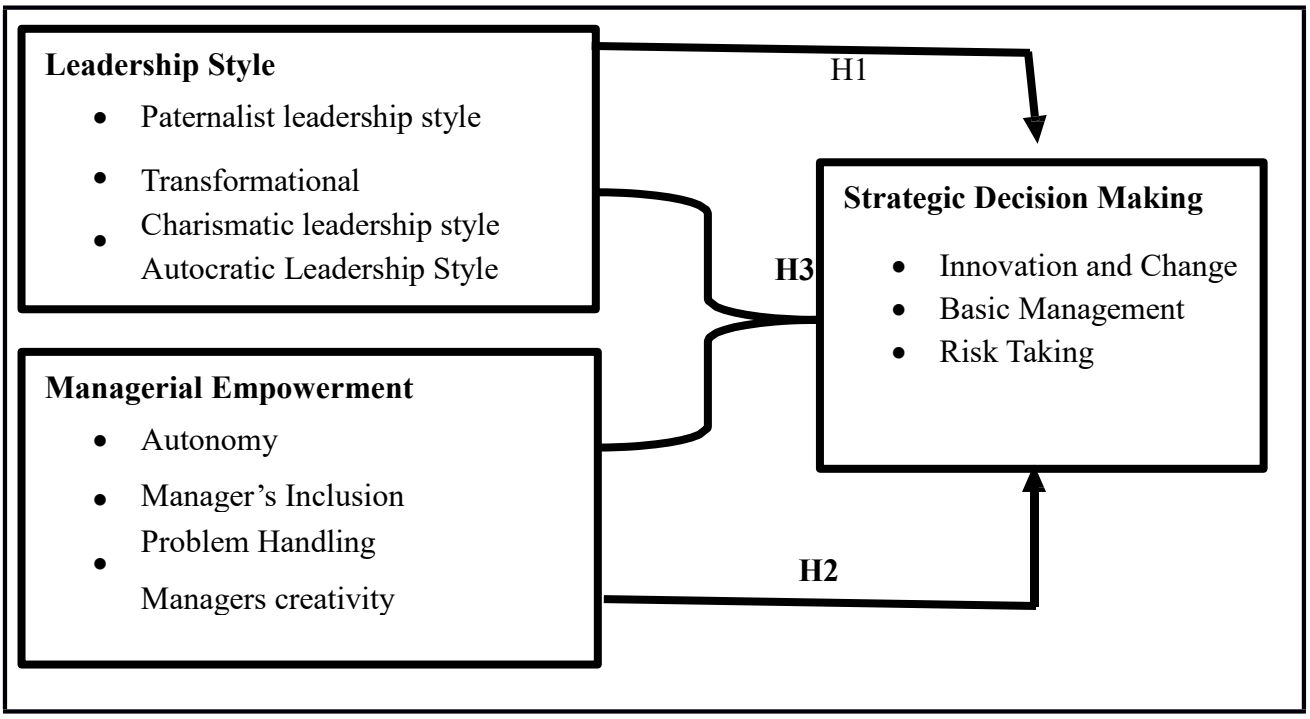
The findings unveiled from this research will inform the management of hotels on how strategic decision making is affected by both leadership styles and managerial empowerment. This is ideal for the hotel to survive in this competitive sector by embracing such styles and managerial empowerment strategies, which are most effective and key to strategic formulation. Further still, the findings of this research will form a basis upon which policy makers will make informed policies. Such policy

Formulations will serve as guidelines on how best to move the hotel sector to a higher level. This will majorly be facilitated by the unveiled factors on the best leadership styles to follow in the hotel sector and polices on how managers could be empowered. The findings of this study will further prove a theoretical understanding of variables and provide scholars and researchers with a better understanding of emerging factors that influence the Strategic decision making in the hotel setting. The research will also be an excellent reference among academicians with the intention of expanding their knowledge specifically in the hotel sector in Uganda and beyond.

1.8 Conceptual Framework.

The conceptual framework indicates the relationship between the Independent variable which is Leadership style , Managerial Empowerment and the dependent variable which is Strategic decision making.

Figure 1:1 Conceptual framework



Source: (*Sara Fuad Ali Salman & Jayendira P Sankar, 2020; S. Çelik et al.; 2016*)

In this study it is hypothesized that leadership styles consisting of Paternalist `leadership style, Transformational leadership style, Charismatic leadership style and Autocratic Leadership Style positively affect strategic decision making towards hotel businesses in Uganda. It is also theorized that managerial empowerment in terms of Inclusion, Creativity, Problem Handling and Autonomy positively affect strategic decision making in the hotel businesses in Uganda. The study postulates that a combination of leadership styles and managerial empowerment significantly predict strategic decision making toward hotel businesses in Uganda.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Both theoretical and conceptual literature relevant to the objectives and the raised research questions under the study were reviewed. It analyzed Leadership styles, Managerial Empowerment and strategic decision making in the hotel industry. The reviewed literature focused on the relationships between Leadership styles, Managerial Empowerment and Strategic decision making in the hotel industry.

2.2 The Concept of Strategic Decision Making

There is no comprehensive strategic decision marking scale reflecting our goals. Therefore; research on strategic decision-making is analyzed and strategic decisions are determined in a business. The following can be included as strategic decisions to hotel business.

Strategic decision making towards change; Kezar (2011) and Appelbaum et al. (2018) indicate that proactive and reactive strategies can be used to achieve change in businesses. **Proactive strategy;** the leader sees the need for change in the business and eradicates factors blocking change and takes necessary steps to start change. **Reactive strategy*;*** the leader resists change and try to stand up and fight against change but when the pressure of the outer environment increases, he accepts change and performs it (Kezar, 2011; Appelbaum et al, 20188). Reactive strategies are used to solve problems.

Strategic decision making towards innovation; innovation is defined as activities of commercialization and development of new products and processes (Fischer, 2018). Innovation is an important tool in forming a new idea, method, product and process (Aragon, Garcia and Cordon, 2017). Innovation which represents renewal and renovation as a process and as a result represents novelty is according to EU and OECD literature as "the implementation of a new or significantly improved product (good or service), or process, a

new marketing method, or a new organizational method in business practices, workplace organization or external relations" (Oslo Manual, 2015). Innovation is not only renewal; it comprises the product from theoretical level to the marketable product itself so it is a process that comprises all the levels (Eraslan, Bulu and Bakan, 2018). Innovation can be practiced in businesses in processes, production, distribution, and marketing activities. These are called product innovation, service innovation, process innovation, organizational innovation and marketing innovation (Elçi, 2017; Woodman, Sawyer and Griffin, 2013; Gemlik, Şişman and Şişman, 2019). Adair (2018) states that organizational innovation is a natural human activity and innovation should be voluntary and planned. Innovation in order to be successful, there should be factors such as managements commitment, sensitivity to change, strategic perspective, risk acceptance and right indoors. But, the most difficult part of it is to bring them together in a disciplined and planned way (Adair, 2018).

For innovation to take place in businesses depends on organizational structure and managers who can encourage innovation, innovative ideas and sustainable competitive advantage (Gemlik, Şişman and Şişman, 2019). Managers who see innovation as a tool for achieving success provide an atmosphere of creativity and new ideas and encourage innovation. Besides, managers/leaders who internalize innovation start to develop a culture of innovation within the business. Prange and Schlegelmilch (2010) emphasized that critical success factors are strategy and leadership in innovation management. It is not possible for a business to implement necessary steps of innovation management without an active strategy. Tozkoparan (2010) also emphasizes the importance of innovation in leadership styles. Oldham ve Cummings (2016) mentions two leadership attitudes in creativity such as supporting and controlling leadership. According to the research, it is found out that controlling leadership has a negative effect on creative performance of the subordinates. Research has shown that transformational leadership has positive effect on creativity of the

subordinates (Rickard and Moger, 2013).

Strategic decision making toward basic strategies; The aim of the hotel businesses should be long term improvement by the help of their missions and visions and using their available capital (Eren, 2010; Alpkan, 2019). In the literature businesses when taking decisions on basic strategies, they make decisions on growth, downsizing, stable and mixed strategies (Dinçer, 2017). Basic strategies should be adopted within the business. The adoption of these strategies to employees is the primary duty of the managers (Daft and Steers, 2016, Aktaran: Kaya and Aytekin, 2013). One of it is the growth strategies where businesses could grow in two different ways. The first is internal growth by developing its own possibilities; the second is external growth by buying the facilities or distribution chains of other businesses or merging with the other businesses (Eren, 2010). The second one is the downsizing strategies where some businesses cannot provide competition advantage although they continue to exist andobtain income below the average. Besides environmental analysis can point business opportunities which will bring income above the average. In this respect, managers choose to implement withdrawal or liquidation strategies (Ülgen and Mirze, 2014). And the last one is the stability strategies where businesses or managers can temporarily or completely abandon growth targets due to managers' choices or environmental conditions. There are other alternatives besides the growth strategies such as stability, downsizing or liquidation (Alpkan, 2000).

Strategic decisions towards risk taking; in the new perspective, risk can be defined as "Any event or condition, which prevents the achieving the business objectives" (PWC, 2006). Perceived risk plays a critical role in human behavior, particularly pertaining to decision-making under uncertainty (Cho and Lee, 2016). Leaders can be divided into three groups in risk taking attitudes (Anbar and Eker, 2019); a) Abstention from risk, b) Indifference to risk, c) Seeking risk.

Risk is an aspect of decision-making and shows uncertainty in implementing decision outcomes, this uncertainty means that the results of decisions can create disappointment. Potential losses, the ambiguity and the significance of these losses are the critical components of risk. When risk increases, the ambiguity of potential losses also increases (Erdem, 2001).

2.3 The Concept of Leadership Styles

Leadership is a concept that has been studied extensively in organizational and management sciences (Yamak & Eyüpoğlu, 2018). Sloof and von Siemens (2019) argue that organizational leaders have the right to make and implement decisions formally or in formally. These decisions can affect their subordinates in an organization, therefore leaders should delegate and participate with their followers (Elkhwesky et al., 2019).

The concept of leadership has been defined in different ways by different scholars. For example, Bendtner, (2012), defined leadership style as a leader's method of providing direction, implementing plans, and motivating people. Whereas Bandura, (2014), defined Leadership style as the manner and approach of providing direction, implementing plans, and motivating people as seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader. According to Research by Koo et al., (2019), leadership style is the way a person uses power to lead other people. Research has idented a variety of leadership styles based on the number of followers.

2.3.1 Paternalistic Leadership style

Paternalistic leadership is a leadership style that "combines strong discipline and authority with fatherly benevolence and moral integrity" (Alisher Tohirovich Dedahanov et.al; 2019) Studies across countries view paternalistic leadership styles differently. Studies from Asia argue that paternalism is a father like leadership style that includes authority with consideration and concern. Research from Turkey, India, and Pakistan indicates that

paternalism does not imply “authoritarianism” but rather this form of leadership demonstrates care and protection. In Western literature, paternalism is viewed differently because the benevolent aspect of paternalism is underappreciated.

Paternalistic leadership consists of three elements: benevolent, moral, and authoritarian leadership styles. Benevolent leadership is explained as a leader’s behavior where leaders demonstrate individualized concern for the familial well-being and needs of employees (Alisher Tohirovich Dedahanov et.al; 2019). Besides work-related issues, a benevolent leader shows care for issues surrounding employees’ personal and family matters, expresses concern for individuals’ comfort, provides support when individuals perform poorly, and supports individuals when they have trouble. (Tarkang et al., 2020). As the result of such a leader’s behavior, subordinates’ express gratitude and feel obliged to give back in a similar manner. Benevolent leaders support employees and motivate their social exchange Dedahanov, A.T.; Rhee, C.; 2018). As a result of a leader’s support and increased social exchange, employees will gain an enhanced sense of personal power (Khodaei, H.; Ortt, R., 2019), and consequently, their feeling of being able to have an impact will be elevated. Moreover, benevolent leaders provide opportunities for skill development and autonomy, which boosts the self-determination of employees. When employees have autonomy, they experience various courses of events in their workplace, and those events could serve as a basis for the development of thoughts and ideas, eventually helping employees for future actions. Thus, when employees have autonomy and are able to learn from their experiences, their sense of competence will be improved, which enables them to recognize the best course of action given diverse situations. In an environment of benevolent leaders, employees are well taken care of in their career development, are given chance to learn from their errors, and are taught how to improve

performance (Yun, J.; Won, D.; Park, K., 2016) According to May (2003), when employees' developmental needs are taken care of, where they can experience a work role fit, they will find meaning in their work

2.3.2 Transformational Leadership style

Bernard M. Bass has demonstrated through scientific studies that "transformational leadership" includes universal values (Bass, 1985: 1997). Transformational leadership creates influence, trust, and admiration on followers (Singh, 2015). This style of leadership sets lofty goals in the hotel industry and develops followers' interests and talents. In addition, it meets the need for self-expression of the staff. Moreover, a transformative leader is a person who creates awareness of the group's interests than their interests (Özyılmaz and Ölçer, 2008:). In this context, a transformative leader is a person who encourages personnel and encourages innovation (Yılmaz, 2011).

Transformational leadership style motivates employees to perform beyond expectations, chiefly by transforming employee norms and values (Rabiul, 2021). "Hence, transformational leadership refers to a leader, who influences a follower to go beyond their self-interest and considers the organizational interests with the ideal impact of the leader's behavior, motivation, rational stimulation, or individualized consideration" (Badr and Hussein, 2021).

Transformational leadership consists of four characteristics (McCleskey, 2014). These are 'idealized leadership', 'inspirational motivation', 'intellectual stimulation and individualized consideration' (Spitzbart, 2013). These dimensions are briefly explained below (Apfiasari et al., 2021) Idealized Leadership: There are two main aspects of idealized leadership. The first one is the behavior of the leader and the second one is the characteristics attributed to the leader. Highly idealized leaders take risks. These leaders

reflect the feelings and thoughts of their followers. Transformational leaders are leaders with good morals who set an example for their followers with their own attitudes and behaviors. Whereas Inspirational Motivation are transformational leaders who can easily motivate their followers as they are representative of their thoughts and feelings. Followers are easily guided to the goals set by their leader. The leader also reveals the creative feelings of his followers (Jamesa and Ogbunya, 2013). The leader's rhetoric and problem-solving skills also inspire and motivate his followers.

Intellectual Stimulation: Transformational leaders expect followers to come up with new ideas and offer new approaches in the process of problem-solving (Bowman, 2021). The transformational leader values the ideas of the team he works with. Thus, the team he works with is willing to realize innovations. And lastly the Individualized Consideration Transformational leaders who follow their followers closely and try to meet their expectations. Thus, he is referred to as "one of us" in the eyes of his followers (Chiang and Chen; 2020),. This type of leader ensures that their followers exert a high level of effort (Singh, 2015). Bass et al., in line with the information they obtained from leadership research, observed that transformative leadership also includes traditional leadership characteristics. In addition to the above-mentioned dimensions of transformational leadership, its general characteristics are expressed as follows (Yılmaz, 2011)

2.3.3 Charismatic Leadership style

The concept of charisma is defined by Max Weber as "the ability to perform miracles" or "predict future events" (Saylı and Baytok, 2014). Weber explained the concept of charisma as the leader's extraordinary abilities, not traditional and legal authority (Ramkissoon, Mavondo, & Sowamber, 2020). In this context, charismatic leadership has high personal power. Followers integrate with the personality of the charismatic leader and have a high level of trust in him. The charismatic leader represents the ideas of the

followers and inspires them (Okçu, 2011). In this context, it is seen that Weber's concept of Charismatic Leadership consists of five basic components. These are (Saylı and Baytok, 2014): A personality with extraordinary abilities (leader), social crisis resolution success, ability to produce radical solutions in crisis, to gain followers' appreciation and to have extraordinary abilities.

Charismatic leaders think they see themselves as supernatural people as well as being safe people. Followers not only respect the leader but also see him as a hero. Charismatic leaders want followers to worship them (Stavrinoudis & Chrysanthopoulou, 2017, Özyılmaz and Ölçer, 2008). However, the power of the charismatic leader appears to increase dependency on followers and followers cannot adequately evaluate the good and bad aspects of the leader. It is accepted that the charismatic leader often emerges in extraordinary situations. In other words, extraordinary conditions have a great impact on the emergence of charismatic leaders.

Because in extraordinary situations, followers need a leader who will save them from the crisis. For this reason, the most distinctive features of a charismatic leader are as follows: He has a personality with high self-confidence, the power to influence people, does not avoid taking risks, gives importance to the wishes and expectations of his subordinates, and sees himself as the representative of his followers.

The charismatic leadership of the leader is directly proportional to the perception of the followers. If the charismatic behavior and practices of the leader are not subject to any control, problems may arise that both the leader and the followers did not foresee after a while. It is seen that the charismatic leader has problems especially in using power, creating a vision, communicating with subordinates, and complying with current norms.

If the power of the charismatic leader cannot be controlled after the crisis is over,

charismatic leadership tends to be destructive. In this regard, a type of leadership that is examined under the name of "destructive leadership" is also seen. In this type of leadership, which is sometimes referred to as "toxic leadership", the leader's relations with his followers are at a destructive level. In a sense, a destructive leader refers to the type of leader who does not listen to the others, belittles others, humiliates his followers in front of others, and does not respect them (Koçel, 2015).

2.3.4 Autocratic leadership style

Also known as the authoritarian leadership. (Tan Bee Wen, 2019), authoritarian leaders make their decisions independently with less or no inputs from their subordinate staffs and thus considered bossy, controlling and dictatorial. This leadership is best suitable in an organization where there is no time to make group decisions. This leader provides clear expectations of what needs to be done in the organization (Yamak & Eyüpoğlu, 2018).

2.4 The Concept of Empowerment

Empowerment has become one of the most relevant concepts in the new field of management theory and practice. While the definition varies the essence of this study, empowerment is described as a procedure used to provide workers with the relevant guidelines as well as skills to allow for autonomous decision making which includes responsibility and accountability when it comes to making these decisions within the accepted restrictions which are part and parcel of the culture of the organization.

On the same note, Namasivayam, Guchait, & Lei, (2014) defined empowerment as the exercise of providing individuals with the opportunity to make job decisions through the expansion of their autonomy regarding decision making. In addition to that, empowerment has been defined as the breakdown of traditional hierarchical structures whereby an empowered organization, the closest person in the line of work to a problem, is provided with the mandate to solve the problem (Choi et al., 2016). Where Abraiz et al.,

(2012), defined employee empowerment as an act of providing people as well as teams the responsibility to make decisions and working to ensure employees have the necessary support through training and guidance to undertake given responsibility in the right way the concept has spanned industrial and culture sectors. For example, in Japan, empowerment is referred to as a training workforce to have trust in each other, education, support, motivation, respect, and ideas with the target of advancing employees' skills. Furthermore, (Indranil, 2018) suggests that empowerment should be a long-term process commitment that is incorporated into an organization's development approach to motivate and nurture loyalty amongst employees. Indeed, a workforce that has autonomous decision-making abilities can forcefully act as business partners that will focus their attention on profitability (S. Sharma & Taneja, 2018).

According to Kruja, Ha, Drishti, & Oelfke, (2016) the scholar described employee empowerment as "the significance of providing workers with the capability as well as the responsibility to undertake proactive actions towards identifying problems within their work setting which impact on the quality-of-service delivery or customer service and dealing with such problems in an effective manner." Regarding saying that there is no vision or strategy to be achieved without a capable and capable workforce. Also, delegated employees are preferred and are considered key to the organizational implementation of the goals they consider financially responsible. In this regard, the introduction of a new plan will lead to an optimal outcome when workers are treated as key stakeholders in a business (Burke, 2018). Employees who are empowered are always motivated and committed to taking part in enhancing organizational performance.

The perception of devolving decision-making responsibility and authority that puts employees at the frontline to control and improve the quality-of-service delivery and

customer satisfaction in an organization. According to describes empowerment as sharing organizational objectives and goals with employees. These organizational components and information enable employees to make decisions that significantly affect the direction of the organization and performance. Shmailan, (2016) argue that empowerment only exists in an organization when it implements practices that allow for the dissemination of power, knowledge, and information as well as rewards across the company.

On the other hand, employees who are not empowered tend to have little commitment toward their work as compared to those who are empowered. As a result, recent research conducted by the Harvard Business School has noted that for management to improve on its operations, it should encourage employee empowerment by transforming organizational structures to support empowerment. Accordingly, one approach that a business can encourage employee empowerment is through transforming the structure of the organization. Generally, the traditional top-down organization structure restricts employee empowerment. Nonetheless, a horizontal and more flat organizational structure should be implemented to encourage employee empowerment among organizations (Sharma & Arora, 2019). It is high time that organizations need to shift to a more open structure that allows for participative management to empower their workforces (Kumar & Kumar, 2017). Employees can proactively contribute to organizational activities when companies transfer decision- making power to employees. Indeed, this allows employees who are free and empowered to share their opinions and implement appropriate work practices (Fernandez & Moldogaziev, 2013). Authorized and independent employees, as well as the ability to make decisions, are more likely to participate in improving organizational processes. Employee participation is a process designed to encourage workers' commitment to organizational success. According to Baird, Su, & Munir, (2018) suggest that employee involvement is likely to impact cultural change, which

could help in significantly reducing problems within an organization before spreading out. The efforts to prevent poor job performance depend on workers' ability to work and interact with other departments is necessary to improve organizational success.

2.5 The Relationship between Leadership Styles and Strategic Decision Making

The manager's leadership styles have been gaining much importance in driving manager's efficiency and the level decision making as they are the key drivers of the organization, as the business environment becomes more competitive. The management is always expected to demonstrate a higher level of leadership in order to boost the strategic decisions in achieving the organization's goals (Tan Bee Wen 2019).

Chege, Wachira & Mwenda (2015) conducted a study to analyze how leadership style affects implementation of strategic decisions among Small and Medium Enterprises (SMEs). The study focused on the effect of three leadership styles on the implementation of strategic decisions in SMEs. These leadership styles were autocratic, democratic and laissez faire, the results revealed that the highest effect on strategic decisions came from autocratic leadership, followed by Democratic leadership and finally laissez faire. This study recommended for organizations to adopt all the three leadership styles if they have to maximize on the implementation of strategic decisions. Another study of Ogbeide and Harrington (2011) examined the relationship among participative style of management, implementation of strategies, success and the financial performance within the food service industry. The study findings showed that the more the restaurant firms use participatory decision making, the more they attain plan implementation.

2.6 Relationship between Managerial Empowerment and Strategic Decision Making

Muduli (2017) finds that "an environment that encourages teamwork has the most influence in promoting agility, followed by programs that address reward systems, employee involvement, organizational learning and training, and information systems". Moreover, he argues that "agility is fostered by the psychological empowerment variable of impact, followed by self-determination, meaning, and competence".

In the same cause, Al-Salem (2011) studies the concept of administrative empowerment through its main elements such as: skills communication information flow organizational trust participation and delegation. He points out that there is a need to deal with the question of administrative empowerment since it helps to get through some of the issues related to the functioning of public organizations and affects their performance. According to Bogler and Somech (2005), participation in decision-making is able to increase staff willingness and commitment to work, and enable them to better understand their work challenges. Participation involves providing the best decision-making information and facilitating the successful implementation of the work. Szabo (2006) concludes in her study that empowering subordinates and giving them a specific role to participate in decision-making reasonably reduces many of the problems that can occur. Where they can repeatedly obtain access to the information held by the presidents, and the group can agree on the decision taken, especially if the participation represents an opportunity to understand and give the other a worthy appreciation.

Scott-Ladd et al. (2006) warn that employee satisfaction with participation in decision-making does not necessarily guarantee improved performance and commitment. The likelihood of improvement in performance can be increased when there is a clear definition of the role of participation in decision-making. The realization of participation is through setting goals and plans, participating in the development of alternatives, selecting

the best alternative, evaluating results and cooperating in problem solving. The results of the study also indicate that the lack of competence and experience of workers for active participation can lead to confusing results.

The lack of clarity of roles and processes regarding participation can create confusing, frustrating and unpredictable roles. It is therefore essential that there be clarity in the role and level of the need for participation. According to Tony (2002), there is a positive association between the method of problem solving and the motivation for achievement and general health. There are statistically significant differences among individuals according to the type of emergency stimuli in their ability to solve problems, simple and less complicated stimuli. Thomas et al. (2001) noted that managers' willingness to promote a culture of participation is linked to their trust in their peers. Their study also showed that the most satisfied subordinates are those who have a high degree of confidence and trust in their boses and a high degree of participation and encouragement from their supervisors. These findings indicate a link between trust and a willingness to call for participation. The assumption of this possibility makes the work of managers with subordinates sufficient to feel their credibility and positive participation and consolidate the process of empowerment. Managers need confidence in the competence and commitment of subordinates when invited to participate in the decision-making process

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This section described how the study was conducted. It included the research design, study population, sample size and sampling procedures, data collection methods, measurements, data, screening and cleaning, validity and reliability, and data analysis and presentation.

3.2 Research Design

The study adopted a cross-sectional research design which was descriptive and analytical in nature to address the research questions and the research approach used was quantitative. The reason for adopting a cross sectional research design was that, the study collected data at a specific point in time, descriptive design was used to explain the sample characteristics and analytical research design was used to explain the relationship between the variables.

3.3 Study Population

The study population consisted of 342 respondents (managers) from Eighty-One (81) star rated hotels comprising of four respondents in the managerial positions from each of Five-, Four-, Three- and Two-star hotels in Uganda (UTB, 2019). The reason why this study considered hotels was, that research findings have documented that these hotels have a formal management structure, the list of rated hotels was readily available and could easily be located and these hotels have required standard operating management procedures. The other reason why managers were considered for this study, they are the ones that make strategic decisions in businesses.

3.4 Sample Size Determination

A sample of 324 respondents (managers) from 70 rated hotels was selected from the population using the sample size determination Table by Krejcie and Morgan (1970). The unit of analysis was hotels and the unit of inquiry was managers. And this is because organizations cannot talk and managers speak on their behalf

Table 1: Showing the Proportionate Sample Size to be used

Ratings	Number	Study Population	Sample	Sample Size
Five Star	5	20	4	11
Four Star	13	52	11	28
Three Star	27	108	23	58
Two Star	36	144	32	78
Total	**81**	**324**	**70**	**175**

Source: (Uganda Tourism Board, 2019).

3.5 Sampling Method and Procedures

To select the number of hotels, stratified – simple random sampling technique was used. This hotel (Population) was grouped into their respective stars to form stratum and simple random sampling technique was applied in each of the strata where the name of each hotel in each stratum was written on piece of paper, folded and put in the bowl and then put on a raffle until the individual total in each stratum was reached (Gray (2011). Then the four managers (departmental) including; House Keeping manager, Food and Beverage manager, Front office manager and Kitchen manager were purposively selected and considered as respondents. The managers were considered because, they are required to take decisions on several occasions but above them is another management that should actually empower them to take the strategic decisions since they interact with both lower level employees and clients. (Edwin Chigozie Nwokori, 2016; Lewis and MacCaan, 2004). This therefore, implied that this study had four respondents from each hotel in managerial position making the total number of respondents to be 175 as shown in table 0.1 above.

3.6 Sources of Data

Data was obtained from both primary and secondary sources.

3.6.1 Primary Source

This study involved data directly from the field for the first-time using questionnaires such as the information on the sample characteristics.

3.7 Data Collection Method

Self-administered questionnaire were used to collect data from the respondents. The

questionnaire consisted of four sections, the first section gave the general information about the hotel and the respondents, the second section was on management leadership style, the third section was on managerial empowerment and the last section was on strategic decision making.

3.8 Measurement of the Variables

Management leadership styles was divided into paternalist, transformational, charismatic and autocratic leadership styles (Çelik A. et al., 2016), whereas empowerment was divided into dimensions such as; autonomy, manager's inclusion, problem handling and manager's creativity (Sara Fuad Ali Salman & Jayendira P Sankar,2020) and lastly strategic decisions consisted of innovation and change, basic management and risk taking (Çelik A. et al., 2016), The items in the questionnaire was anchored on a six point-Likert scale ranging from 1 = strongly agree to 6 = strongly disagree. A six-point scale was used because it encouraged participants to consider the question more carefully and make a choice that either leans positively or negatively and also on the other hand there is no neutral ground and the six-point scale helped account for this reality and helped capture adequate information. (Hamed Taherdoost, 2019)

3.9 Data Processing

Data was analyzed using SPSS. Entry errors, missing values and outliers were checked and edited. Entry errors were checked to find out whether some of responses are outside the defined response scale on the questionnaire. Frequencies were used to check missing values if present, they were imputed. Some few cases of outliers were with box plot.

3.10 Data Analysis

The data was analyzed using descriptive statistics and regression analysis. Descriptive statistics was mainly used to explain the sample characteristics. Regression analysis was concerned with examining the correlations between variables.

3.10.1 Data Presentation

Data was presented using frequency table and percentages.

3.11 Validity and Reliability

Content validity of the measurement items was examined by a panel of experts from the particular knowledge fields from which the construct is borrowed. Cronbach's alphas and composite reliability was computed to check the reliability of the instrument. Nunnally (1978) recommends a cut off of 0.6 of the Cronbach alpha coefficient indicates good internal consistency of the scale. A general accepted rule is that α of 0.6-0.7 indicates an acceptable level of reliability, and 0.8 or greater is a very good level.

Table 2: Showing Reliability

Variables	Cronbach's Alpha	Number of Items
Leadership Styles	.960	28
Empowerment	.947	22
Strategic Decisions Making	.938	15

3.12 Construct Validity

Construct validity testifies to how well the results obtained from the use of the measure fit the theories around which the test is designed (Sekaran & Bougie, 2010). In line with Hair et al. (2010) and Chin (1998), factor loading of the items could be used to confirm the content validity of the measurement model. Further, all the items meant to measure a particular construct should load highly on the construct they were designed to measure. If some items load on some other factors higher than their respective construct, these items will be candidate for deletion (Hair et al., 2010).

In addition, all the measures of the construct were significantly loaded on their respective construct. All the items loaded highly and significantly on the constructs were designed to measure. Thus, the content validity of the measurement, outer, model was confirmed, for example, this study used a cut-off value for loadings at 0.5 as significant (Hair et al. 2010, 2013). Therefore, if any items which have a loading of higher than 0.5 on two or more factors then they were deemed to be having significant cross loadings.

3.13 Ethical Considerations

The current study was subjected to certain ethical issues. The participant presented a written acceptance regarding the participation in the research from the University to the hotels Management. The aim of the letter was to seek permission and also to reassure respondents that their participation in the research is voluntary and that the data collected from them was to be treated with utmost confidentiality.

Next to this, respondents were fully informed regarding the objectives of the study, while they were reassured that the information gathered from them was only be used for academic purposes and only for the purposes of this particular research study. And those participants would not be harmed or abused in any way, both physically and psychologically, during the data collection. In contrast, the researcher was attempted to create and maintain a friendly climate of comfort.

CHAPTER FOUR

PRESENTATION ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

Contained in this section are findings on leadership styles, managerial empowerment and strategic decision making towards hotel businesses in Uganda. The response rate, firm's background characteristics, respondent background detail, research variable insightful statistics and findings are discussed.

4.2 Response rate

The study considered Eighty-One (81) star rated hotels comprising of four respondents in the managerial positions from each of Five-, Four-, Three- and Two-star hotels in Uganda (UTB, 2019). The researcher managed to receive a minimum of at least three responses from 75 hotels of the considered figure. Giving a response rate of 93%.

Generally, the research administered a total of 175 questionnaires and 169 questionnaires were answered and returned on time, thereby having a response rate of 96% and according to Babbie (1990) suggested that a response rate of 60% is good; 70% is very good.

4.3 Firm's background information

Below are the characteristics of the firms interviewed for their, duration of hotels in existence, number of employees and number of star rating.

Table 3: Sample characteristics of firms

Characteristics	Frequency	Percentages
Hotel age		
Less than 5 years	29	17.2
6-10 years	75	44.4
11-20 years	36	21.3
21-30 years	24	14.2
31 years and above	5	3
Total	**169**	**100.0**
Number of employees		
Less than 30 employees	12	7.1
31-60 employees	59	34.9
61-90 employees	37	21.9
91-120 employees	45	26.6
Above 120 employees	16	9.5
Total	**169**	**100.0**
Number of stars		
Unclassified	10	5.9
One Star	17	10.1
Two Stars	60	35.5
Three Stars	48	28.4
Four Stars	22	13.0
Five Stars and above	12	7.1
Total	**169**	**100.0**

Source: Primary Data

The results in Table 3 showed that majority of the hotels 44.4% were between 6-10 years of age, followed by 21.3% which were between 11-20 years of age, 17.2% had spent less than 5 years, 14.2% had spent 21-30 years and the lowest proportion of hotels 3.0% were 31 years of age and above. The results therefore implied that the majority hotel businesses in Uganda are between 6- 10 years of age.

In accordance with table 4.2, majority 17.8% of the hotels had between 31-60 employees, followed by hotels that had between 91-120 employees, employees ranging from 61-90 were represented by 21.9%, above 120 employees were represented by

9.5% and 7.1% were hotels with less than 30 employees. This means that majority of the hotels had employees from 31-60.

According to table 4.2 above, statistics show that majority of the hotels had two stars with 35.5%, followed by three stars with 28.4%, four stars was represented by 13%, one star had 10.1%, five stars had 7.1%, while minority being 5.9% for unclassified firms.

Table 4 Sample characteristics of the respondents (N=169)

Gender		
Male	99	58.6
Female	70	41.4
Total	**169**	**100.0**
Age of the respondents		
Below 20 years	10	5.9
21-30 years	3	1.8
31-40 years	60	35.5
41-50 years	59	34.9
51-60 years	25	14.8
61-70 years	7	4.1
Above 70 years	5	3.0
Total	**169**	**100.0**
Level of Education		
Certificate	6	3.6
Diploma	9	5.3
Graduate	113	66.9
Postgraduate	41	24.3
Total	**169**	**100.0**
Level of Experience		
Below 2 years	7	4.1
2-5 years	27	16.0
6-8 years	29	17.2
9-11 years	31	18.3
12-14 years	34	20.1
15-17 years	24	14.2
18-21 years	12	7.1
22-24 years	4	2.4
Above 24 years	1	.6
Total	**169**	**100.0**

Source: Primary data

Below are the characteristics of the respondents interviewed for their Gender, age group, education level and experience.

According to table 4.2 above, statistic shows that 58.6% are male and 41.4% are female. This implies that the study was male dominated however, this did not influence the findings of the study because it is not gender sensitive. In summary Therefore, this shows that gender balance that was presented while administering the questionnaires at the hotel businesses.

According to table 4.2 above, it shows the age groups of the respondents. Statistics show that 31-40 years' age group attained the majority with 35.5%, followed by 41-50 years with 34.9%, while 14.8% were between 51-60 years of age, below 20 years, 61-70, above 70 and 21-30 years of age groups were represented by 5.9%, 4.1%, 3% and 1.8% respectively. These results also signify that the views expressed were largely from experienced managers.

Regarding education, results indicated their highest qualifications in order to gauge their ability to correctly understand the issues that were being investigated. The findings in Table 4.2 above show that an overwhelming majority 66.9% held a graduate degree, postgraduate held 24.3%, 5.3% were holding diplomas and 3.6% had certificates. These findings show that the majority of respondents had a good educational level, which would enable them to effectively analyze issues in their work environment critically so as to provide reliable information.

Regarding the experience, respondents also indicated their work experience. This was done to ascertain the extent to which the period they had spent in hotel business could have influenced their responses. The information in Table 4.2 above shows that the majority (20.1%) of respondents had a hotel business experience of 12-14 years,

followed by 18.3% who had 9-11 years of experience, 17.2% had 6-8 years, 16% had 2-5 years of experience, 14.2% had 15-17 years of experience, 7.1% had 18-21 years of experience, 4.1% had below 2 years of experience, 2.4% had 22-24 years of experience and 6% had 24 years and above of experience. Generally, the majority of the respondents who participated in the study had a good work experience; so, they had sufficient knowledge about the issues that were being studied.

4.4 Correlation Results and Interpretation

The proceeding section presents the results of the stated objectives of the study. The Pearson (r) correlation coefficient was used to understand the nature of the relationships between the variables.

4.5 Correlation Analysis

Table 5: Correlation between variables

	Mean	**SD**	**1**	**2**	**3**
Leadership style (1)	3.9282	.33452	1 169		
Managerial Empowerment (2)	3.9321	.31156	.770 .000 169	1 169	
Strategic Making (3)	3.9584	.33695	.691 .000 169	.660 .000 169	1 169

Correlation is significant at the 0.01

Source: Primary data

4.4.1 The relationship between Leadership style and Strategic Decisions Making towards hotels businesses in Uganda.

To establish the strength and direction of the relationship between the variables in the study, Pearson zero order correlation was carried out. The results in the table above revealed that there was a significant and positive relationship between Leadership style and strategic decisions Making ($r=.691$, $p<.01$). This means that as managers use more than one leadership styles, the strategic decisions making improves.

4.4.2 The relationship between managerial empowerment and strategic decisions making towards hotel businesses in Uganda.

To find the strength of the relationship between the variables in the study, Pearson correlation was carried out. Findings show that there was a significant and positive relationship between Managerial Empowerment and Strategic Decisions Making ($r=.660$, $p<.01$). This means that better managerial empowerment, leads to a better strategic decisions making.

4.5 Regression Analysis

To establish the extent to which the independent variables (Leadership styles and Managerial empowerment) explain variances in the dependent variable (Strategic decision making), the study obtained a multiple regression analysis. The results are presented in

Table 6: Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Beta	**Std. Error**	**Beta**		
1	(Constant)	.846	.237		3.567	.000
	Leadership style	.452	.085	.449	5.312	.000
	Managerial Empowerment	.340	.091	.314	3.717	.000
	R=.720					
	R^2=.518					
	Adjusted R^2=.512					
	F statistics=89.095					
	Sig=0.001					

a. Dependent Variable: Strategic Decisions Making **Source: Primary data**

Table 6 obtained Adj. R^2 = 0.512 which implied that jointly Leadership styles and Managerial empowerment significantly predict 51.2% of changes in Strategic Decision Making. Furthermore, the results indicate coefficients (Beta= 0.449, t= 5.312, $p<0.05$) in relation to Leadership styles and (Beta= 0.314, t= 3.717, $p<0.05$) in relation to Managerial empowerment. Based on the P- values, the results signify that both

Leadership styles and Managerial empowerment significantly predict Strategic decision making in hotel businesses in Uganda. That said, the comparative analysis of Beta – values (Beta = 0.449 and Beta =0.314) reveal that one standard change in leadership styles causes change in strategic decision making 0.85 while one standard change in managerial empowerment causes change in decision making by 0.91

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussion, conclusion and recommendations on the research study findings. The research study findings are discussed in relation to the study objectives. Areas for further research are also suggested for those intending to carry out further research.

5.2 Discussion of the findings

In this section, the researcher discusses results that were obtained in the study. The main research instrument was self-administered questionnaire. It was basically quantitative with qualitative items on the variables of the study basing on the conceptual framework. This instrument generated valuable information from respondents from which findings discussed were based.

5.2.1 The Leadership Styles and Strategic Decision Making

The study revealed a strong positive influence of Leadership Styles on Strategic Decision towards hotel businesses in Uganda. The finding of this study is consistent with previous scholars such as Sedat ÇELİK et.al; (2016), who carried out a study on the "The Relationship between Strategic Decision-Making and Leadership Styles": An Application in 4 and 5-Star Hotels in Istanbul. Their findings here are a positive meaningful relationship between transformational leadership and paternalist leadership styles and the strategic decisions. However, their study used managers, survey questionnaire and was quantitative in nature like the current study, though it focused on 4 & 5 star rated hotels which is contrary to this current study.

The findings are further supported by Dr. Mukhles Al-Ababneh, (2013) who carried out a study on "Leadership Style of Managers in Five-Star Hotels and its Relationship with Employee's Job Satisfaction" and found a moderate relationship among the variables. In his study, the dependent variable was job satisfaction, study population was the entire

employee population and on six five-star hotels were studied which is contrary with the current study. Also in the study by Chege,Wachira & Mwenda (2015) support the current findings, who said leadership style affects implementation of strategic decisions among Small and Medium Enterprises (SMEs). The study focused on the effect of three leadership styles on the implementation of strategic decisions in hotel businesses. These leadership styles were autocratic, democratic and laissez faire, the results revealed that the highest effect on strategic decisions came from autocratic leadership, followed by democratic leadership and finally laissez faire. This study recommended for organizations to adopt all the three leadership styles if they have to maximize on the implementation of strategic decisions. And lastly the findings are supported by Tan Bee Wen, (2019) who posits that the manager's leadership styles have been gaining much importance in driving managers' efficiency and the level of decision making as they are the key drivers of the organization, as the business environment becomes more competitive. The management is always expected to demonstrate a higher level of leadership in order to boost the strategic decisions in achieving the organization's goals. Ogbeide and Harrington, (2011) examined the relationship among participative style of management, implementation of strategies, success and the financial performance within the food service industry. The study findings showed that the more the restaurant firms use participatory decision making, the more they attain plan implementation. Transformational leadership style has been identified in this study as one of key leadership style that helps managers to take decisions as it encourages managers to take new decisions by giving importance to their thoughts, encourages managers to be innovative, encourage managers to develop more long-term strategies to improve hotel performance and also encourages managers focus on the development of basic skills.

Further still the findings of this study has found autocratic leadership style paramount in strategic decision making as it uses punishment as an effective approach in preventing errors, helps employees to obey the managers and lastly charismatic leadership style as it provides inspiring strategic and organizational goals, it helps generate new ideas for the future of the organization and recognizes new environmental opportunities that may facilitate achievement of organizational objectives

5.2.2 The Managerial empowerment and Strategic Decision Making

The study revealed a positive relationship between Managerial empowerment and Strategic Decision Making towards hotel businesses in Uganda. Such findings seem to concur with those of Sara Fuad Ali Salman & Jayendira P Sankar; (2020) whose study was carried out on "The Relationship between Employee Empowerment and Perceived Employee Job Performance among the Hospitality Sector in the Kingdom of Bahrain": The Case of Three Star Hotels in Bahrain. Though in their study the dependent variable was contrary to that of the current study, their research results concluded that employee empowerment has a direct relationship with perceived employee performance and it was reported that for an organization to realize improved perceived employee performance, they should develop strong decision-making skills among their employees.

The findings are further supported by Tony, (2002), who found a positive association between the method of problem solving and the motivation for achievement and general health. Szabo, (2006) concludes in her study that empowering subordinates and giving them a specific role to participate in decision-making reasonably reduces many of the problems that can occur. In this study, the participants could freely obtain and access information from their group presidents /leaders, and the groups were allowed to participate in the decision making process. There are statistically significant differences among individuals according to the type of emergency stimuli in their ability to solve problems, simple and less

complicated stimuli. The lack of clarity of roles and processes regarding participation can create confusing, frustrating and unpredictable roles. It is therefore essential that there be clarity in the role and level of the need for participation. Muduli (2017) finds that "an environment that encourages teamwork has the most influence in promoting agility, followed by programs that address reward systems, employee involvement, organizational learning and training, and information systems". Moreover, he argues that "agility is fostered by the psychological empowerment variable of impact, followed by self-determination, meaning, and competence".

Thomas et al., (2001) noted that managers' willingness to promote a culture of participation is linked to their trust in their peers. Their study also showed that the most satisfied subordinates are those who have a high degree of confidence and trust in their bosses and a high degree of participation and encouragement from their supervisors. These findings indicate a link between trust and a willingness to call for participation. The assumption of this possibility makes the work of managers with subordinates sufficient to feel their credibility and positive participation and consolidate the process of empowerment. Managers need confidence in the competence and commitment of subordinates when invited to participate in the decision-making process.

On the hand the findings of the current study are in a disagreement with some scholars for example Kais L. et. al.; (2020), carried out a study on "The impact of managerial empowerment on problem solving and decision-making skills": the case of Abu Dhabi University. Though in their study was carried in another setting which is contrary to the current, their study had almost similar variables of managerial empowerment and decision making and their results had no correlation among the variables.

5.2.3 The effect of leadership styles and managerial empowerment on strategic decision making

The findings indicated that a combination of leadership styles and managerial empowerment predicted 51.2% on strategic decision making. This finding seem to concur with that of Mert et al., (2017), who found out that there is a positive relationship between leadership styles and managerial empowerment. In particular, they identified three ways: ensuring that employees adopt the highest-level values; emphasizing the relationships between leaders, employees, and achieving goals; and by sharing the organization's vision and goals. Bouckenooghe et al., (2016) also argued that regarding employees' perceptions of their hotels' ability to change, more communicative leaders are positively correlated with a greater readiness to change. Herold et al., (2018) likewise found transformational leadership to be associated with higher levels of decision making. According to Pradeep and Prabhu (2011), leadership is positively linked with strategic decision making for both transformational leadership behaviors and transactional contingent reward leadership behaviors. The managers, who are perceived to demonstrate strong leadership behaviors, whether transformational or transactional, are seen to be engaging in increasing the strategic decision making.

The findings are further supported by Yukl & Becker, (2020) who argues that empowerment is the feeling that employees can make decisions relevant to their own roles, meaningful work accomplishments and pertinent decisions' influence. Organizations that have interest in employee empowerment, gives voice to their employees and act upon their feedback, give them ample opportunity by giving them more autonomy, motivate them for self-management to enhance their engagement and confidence, and also ensure the provision of tools, training and required authority to excel. Employee empowerment is a management tool used by managers for strategic

intent. Employee empowerment is the favorite area of researchers around the globe in different industries (Bose & Emirates, 2018; Empowerment, 2018; Zaraket, Garios, & Malek, 2018). Rassol et al (2015) also argued that leadership styles and its impact on decision making in hotel sector of Pakistan and he concluded that transformational leadership styles have more positive effect on strategic decision making than transactional leadership.

5.3 Conclusions

The research study aimed at finding out whether there is a significant relationship between leadership styles, managerial empowerment and strategic decision making. Findings also discovered that there was a significant relationship between managerial empowerment and decision making, hence accepting the alternative hypothesis.

The study found that a strong positive relationship between leadership styles and strategic decision making towards hotel businesses in Uganda, good leadership style was change in decision making where better managerial empowerment of employees was related to high strategic decision making, and vice versa. This was concluded after conducting a regression analysis to assess how leadership style affects strategic decision making towards hotel businesses in Uganda.

Study found that a strong positive influence of managerial empowerment on strategic decision making in the hotel businesses towards hotel businesses in Uganda whereby a change in managerial empowerment was related to considerable change in strategic decision making. This was concluded after conducting a regression analysis to assess how managerial empowerment affects strategic decision making towards hotel businesses in Uganda. The way managers involve employees in decision making has a significant effect on employees in decision making process through staff and departmental meetings and employees' views in meetings are valued and implemented in the final decision process of

the hotels. This has greatly enhanced strategic decision making in the hotel businesses

Therefore, the importance of empowering managers should not be under estimated. Hotel should appreciate that managers are the ones responsible for the daily operations of the hotel in terms of taking both long- and short-term decisions. This, means that managers should be empowered to be to make autonomous decisions as autonomy has been highlighted as one of the key factors in decision making. Managers should also be given the autonomy to make their own decisions and judgments in decision making. This because autonomy supports the diligence and initiatives of managers, autonomy gives managers freedom to do things right and accomplish their tasks, helps them to make necessary work-related decisions and also gives them opportunity to decide how to schedule tasks

Manager's inclusion in decision making has been highlighted as one of the dimensions of managerial empowerment that supports decision making. Hotels owners and directors should emphasize on the need of their managers to be involved during the process of setting and making of decisions. This helps managers to have positively influence in strategic decision making, have trustworthy and cooperative relationship, feel comfortable participating and also the hotel provides managers with enough opportunities to grow in career.

In addition, Hotels empowering managers to make decisions to deal with guests' problems and complaints appeared to impact guests' satisfaction with the complaint management process and overall satisfaction with the hospitality firm. Therefore, the handling customer problems attribute was a key element in decision making. This is so important because; it empowers managers with excellent problem handling skills can positively influence decision making; it supports/encourages other colleagues when they have a personal problem and also helps in overcoming obstacles at the work place

Creativity of managers has also been identified as one the empowerment components to achieve effective decision making in hotels as it gives attention to improving the skills and competencies of managers, it gives a considerable opportunity for independence and freedom in how to do the job, makes managers accountable for the job and helps them to master the skills of the job.

5.4 Recommendations

The current study indicates that leadership styles and managerial empowerment are important drivers in ensuring effective strategic decision making in the hotel industry in Uganda. Therefore, hotel managers should be allowed to exercise the kind of leadership style that is suitable depending on the prevailing situation. Hotels should also put in place a policy and a working environment that empowers managers to take relevant strategic decisions. The policy should contain guidelines that facilitate manager's creativity and inclusiveness. The policy should provide an environment that gives managers authority to make autonomous decisions and also be able to handle problems arising.

5.5 Limitations and Areas for future Study.

Despite the positive findings of the study, the inquiry was from hotel managers in star rated hotels in Uganda. However, the perception of these managers may not be similar to those of the customers and moreover not all manager and other employees were considered for this study. Therefore, investigation of employee empowerment, service recovery, and customer retention using all the employees should be considered for the future study.

The Study covered only selected hotels with five, four, three stars and two stars in Uganda. This may have an implication on generalization of the findings to the entire hotel sector in the country. Therefore, a study that covers the entire hotel sector using the same variable should be considered for the future research.

This study only focused on measuring the leadership styles, managerial empowerment and strategic decision-making using hotel managers as the unit of inquiry ignoring other parties like customers and lower employees who are also essential but not be included in the scope of the present study hence creating a possibility of limited data. Therefore, the future study should be carried out using either operational employee as the unity of inquiry and also it may focus on one leadership style.

Whereas the study considered both current and past literature of various scholars, literature combining three variables particularly in the hotel industry in Uganda is lacking rendering this study to base more on the past literature from other parts of the world.

The researcher recommends a need for a similar study to be carried out in other government agencies in Uganda to see how the situation is portrayed. The same study can also be carried but focusing on only one leadership style and how it impacts on strategic decision making. The researcher further recommends a need to carry out a study on other variables like staff competences and employee performance, staff remuneration and among others.

Lastly, the present study employed quantitative techniques, therefore future study can employ qualitative or both in order to capture a wide range of data.

REFERENCES

Abraiz, A., Tabassum, T. M., Raja, S., & Jawad, M. (2012). Empowerment Effects and Employees Job Satisfaction. *Academic Research International*.

Adair, J. (2018). Yenilikçi liderlik. İstanbul: Babıali Kültür Yayınları.

Alpkan, L. (2019). Stratejik yönetimin kapsamlılığı, stratejik tercihler ve yönetici özellikleri arasındaki ilişkiler. Yayınlanmamış Doktora Tezi, Gebze: Gebze Yüksek Teknoloji Enstitisü Sosyal Bilimler Enstitüsü.

Anbar, A ve Eker, M. (2019). Bireysel yatırımcıların finansal risk algılamalarını etkileyen demografik ve sosyoekonomik faktörler. *ZKÜ Sosyal Bilimler Dergisi, 5 (9), 129–150.*

Appelhaum, S.H., St-Pierre, N. and Glavas, W. (2018). Strategic organizational change:

Aragon, C.J.A., Garcia, M.V.J. and Cordon, P.E. (2017). Leadership and organizational learning's role on innovation and performance: lessons from Spain. *Industrial Marketing Management, 36 (3), 349–359.*

Ataman, G. (2011). İşletme yönetimi (temel kavramlar ve yeni yaklaşımlar). İstanbul: Türkmen Kitabevi.

Bandura, A. (2014). *Social Learning _ eory*. Englewood Cli_ s: NJ: . Prentice Hall.

Bendtner, W. (2012). *_ e Role of Talent management on Organisational Performance in African Countries*. . Washington:: McGraw-Hill.

Burke, R. J. (2018). Leadership in hospitality organizations: Achieving competitive advantage. In *Handbook of Human Resource Management in the Tourism and Hospitality Industries*. https://doi.org/10.4337/9781786431370.00013

Chiang, C. F., & Chen, J. A. (2020). How empowering leadership and a cooperative climate Influence employees' voice behavior and knowledge sharing in the hotel Industry. *Journal of Quality Assurance in Hospitality & Tourism,* 1-20.

Cho, J. and Lee, J. (2016). An integrated model of risk and risk-reducing strategies. *Journal of business research, 59 (1), 112-120.*

Choi, S. L., Goh, C. F., Adam, M. B. H., & Tan, O. K. (2016). Transformational leadership, empowerment, and job satisfaction: The mediating role of employee empowerment. *Human Resources for Health*. https://doi.org/10.1186/s12960-016-0171-2

Dinçer, Ö. (2017). Stratejik yönetim ve işletme politikası (8.Baskı). İstanbul: Alfa

Elkhwesky, Z., Salem, I. E., & Barakat, M. (2019). Diversity management in hotels: The moderating role of empowerment and capability development. *Journal of Hospitality and Tourism Insights*, *2*(2), 166-14 185.

Fernandez, S., & Moldogaziev, T. (2013). Employee Empowerment, Employee Attitudes, and Performance: Testing a Causal Model. *Public Administration Review*. https://doi.org/10.1111/puar.12049

Fischer, M. M. (2018). The innovation process and network activities of manufacturing firms: conceptual considerations and empirical evidence from the metropolitan region of Vienna, 38th European Congress of the Regional Science Association. 28-August-1 September, Vienna, 1-20.

Gemlik, N. Şişman, F. ve Şişman, N. (2019). Yenilik yönetiminde stratejinin rolü ve önemi, Uluslararası Davraz Kongresi, Isparta, *24-27.Hall.*

Hersey, P., Blanchard, K, & Johnson, D. (2011). Emphasis on human skills: Management of organizational behaviour. Upper Saddle River, New York: Prentice-Hall.

House, R.J. (2015). A path-goal theory of leadership effectiveness. Administrative Science Quarterly, September:321-339.

Indranil, B. (2018). Employee empowerment and employee performance: An empirical study on selected banks in UAE. *Journal of Applied Management and Investment*, *7*(2), 71– 82.

Jauch, L. R. and Glueck, W.F. (2018). Business policy and strategic management (Fifth Edition), Singapure: McGraw-Hill.

Kezar, A.J. (2011). Understanding and facilitating organizational change in the 21st century.

San Francisco: Jossey- Bass

Koo, D. W., Kim, M. S., & Kang, Y. W. (2019). Humor in leadership: Perspective of the hotel Industry. In J. 24 S. Chen (Ed.), *Advances in hospitality and leisure* (Vol. 14, pp. 149-159). Emerald Group Publishing Limited. https://doi.org/10.1108/S1745-354220180000014009

Kruja, D., Ha, H., Drishti, E., & Oelfke, T. (2016). Empowerment in the Hospitality Industry in the United States. *Journal of Hospitality Marketing and Management*. https://doi.org/10.1080/19368623.2015.976696

Kumar, J., & Kumar, A. (2017). Employee Empowerment: An Empirical Study. *Global Journal of Management and Business Research: A Administration and Management*.

Luthans, F. (2015). Organizational behavior (International Edition). Mc.Graw-Hill.

Mintzberg, H. (2016). Generic business strategies, in: Mintzberg, H.,Quinn, J. (ed.), The Strategy Process, Upper Saddle River/NJ: Prentice Hall International.

Moorhead, G. and Griffin, R.W. Organizational behavior (Third Edition). Houghton: Mifflen Company.

Namasivayam, K., Guchait, P., & Lei, P. (2014). The influence of leader empowering behaviors and employee psychological empowerment on customer satisfaction. *International Journal of Contemporary Hospitality Management*. https://doi.org/10.1108/IJCHM-11-2012-0218

Otlu, F. ve Demir, Ö. (2015). Stratejik karar verme açısından maliyet sistemleri, Fırat Öz, E. ve Baykoç, F.Ö. (2014). Tedarikçi seçimi problemine karar teorisi destekli

Porter, M. E. (2015), Competitive advantage: creating and sustaining superior performance.

New York: The Free Press.

Prange, C. and Schlegelmilch, B. B. (2010). Heading for the next innovation archetype? *Journal of Busıness Strategy, 31 (1), 46-55.*

Ramkissoon, H., Mavondo, F., & Sowamber, V. (2020). Corporate social responsibility at LUX* resorts and hotels: Satisfaction and loyalty implications for employee and customer social responsibility. *Sustainability*, *12*(22), 9745.

Rickard, T. and Moger, S. (2013). Creative leadership processes in project team development: an alternative to tuckman's stage model, British Journal of Management, (11), 273-283.

Robbins, S.P. (2016). Organizational behavior (Ninth Edition), New-Jersey: Prentice

Schwartz, B., Ben- Haim, Y. and Dacso, C. (2011) . What makes a good decision? robust satisficing as a normative standard of rational decision making, Journal for the Theory of Social Behaviour, 41 (2), 209–227.

Sharma, D., & Arora, R. (2019). Role of empowerment on performance of faculty: Evidence from private sector of Punjab. *JIMS8M: The Journal of Indian Management & Strategy*. https://doi.org/10.5958/0973-9343.2019.00023.1

Sharma, S., & Taneja, M. (2018). The effect of training on employee performance. *International Journal of Recent Technology and Engineering*.

Shmailan, A. (2016). The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*.

Sloof, R., & von Siemens, F. A. (2019). Effective leadership and the allocation and exercise of power in organizations. *The Leadership Quarterly*. 101277

Stavrinoudis, T. A., & Chrysanthopoulou, D. (2017). The role of leadership in building and managing corporate reputation of 4- and 5-star hotels. *Tourism and Hospitality Research*, *17*(2), 176-189.

Tan Bee Wen, T. C. (2019). Leadership Styles in Influencing Employees' Job Performances.

International Journal of Academic Research in Business and Social Sciences, 55-65.

Tarkang, M. E. M., Ozturen, A., & Nange, R. Y. (2020). Avoiding employee deviance in the hotel industry: Investigating the mediating effect of trust in leadership. *Journal of Public Affairs,* e2309.

Tekin, M. (2018). Sayısal yöntemler (6. Baskı). Konya: Detay Yayıncılık the role of leadership, learning, motivation and productivity. Management Decision, 36 (5), 289-301

Tozkoparan, G. (2010). Yenilik yaratma süreci. İçinde N. T. Özmen, P. S. Özer, E. D. Eriş (ed.). Örgütler ve yenilik, Ankara: Detay Yayıncılık, 129-158.

Ülgen, H. ve Mirze, K. (2017). İşletmelerde stratejik yönetim (3. Baskı). İstanbul: Literatür Yayınları.

Üngüren, E. (2018). Örgütsel çatışma yönetimi üzerine konaklama işletmelerinde bir araştırma, Uluslararası Sosyal Araştırmalar Dergisi. 1 (5), 880-909.Üniversitesi Sosyal Bilimler Dergisi, 15 (1), 155-170. uzman sistem yaklaşımı, Gazi Üniv. Müh. Mim. Fak. Dergisi, 19 (3), 275-286.

Woodman, R. W., Sawyer, J. E. and Griffin, R. W. (2013). Toward a theory of organizational creativity. The Academy of Management Review, 18 (2). 293-321. Yayınları.

Yamak, Ö. U., & Eyüpoğlu, Ş. Z. (2018). Leadership styles of hotel managers in Northern Cyprus: Which style is dominant?. *International Journal of Organizational Leadership, 7*, 1-11.

Yusra Kaleem (2013-TE-058), Sana Asad (2013-TE-090), Hiba Khan (2013-TE-064) Sir Syed University of Engineering and Technology, Karachi-PAKISTAN

APPENDICES

APPENDIX I: QUESTIONNAIRE

MAKERERE UNIVERSITY BUSINESS SCHOOL
GRADUATE RESEARCH CENTRE

Dear Sir/Madam, I am conducting a research study on management leadership style, managerial empowerment and strategic decision in privately owned hotels in Uganda. You are requested to take some time and fill this questionnaire; I will be thankful for your time. It is important that you answer all the questions on the basis of your experience. The information given will be for study purpose and will be treated with utmost confidentiality.

Please tick as appropriate.

SECTION A: BACKGROUND INFORMATION OF THE HOTEL		
1	**Number of years of existence (Hotel age)**	
A	Less than 5years	
B	6 - 10 years	
C	11 - 20 years	
D	21 – 30 years	
E	31 years and above	
2	**Number of employees (Firm Size)**	
A	Less than 30 employees	
B	31 – 60 employees	
C	61 – 90 employees	
D	91 – 120 employees	
E	Above 120 employees	
3	**Number of Stars**	
A	Unclassified	
B	One star	
C	Two stars	
D	Three Stars	
E	Four stars	
F	Five Stars and above	

Background Information of the respondents									
4	**Gender**								
	Male								
	Female								
5	**Age of the respondents**								
	Below20	21 - 30	31- 40	41- 50	51-60	61-70			Above
6	Level of Education								
	O Level	A level	Certificate	Diploma	Graduate	Postgraduate			
7	Level of Experience								
	Below 2	2-5	6-8	9-11	12- 14	15-17	18-21	22- 24	Above

In section B, C and D, please tick the most appropriate answer to indicate your opinion on the statements provided. Where **1** - Strongly Disagree, **2** - Disagree, **3**- Not Sure **4** - Agree and **5** - Strongly Agree.

Section B: Management Leadership Styles

Statements		**1**	**2**	**3**	**4**	**5**	**6**
	Paternalist Leadership style						
.	I emphasize the common values adopted by the managers						
	I protect managers in the company						
	I offer different perspectives on the work done by the manager						
	I help managers to continuously improve themselves						
	I consider the behaviours of mangers that require a high dedication						
	I am always on my job at the right time						
	I have the special ability to be able to impose his or her vision to others						
	I am much more required especially in crisis situations						
.	I reward the success of their managers						

	Transformational leadership style						
	I encourage my managers to take new decisions by giving importance to their thoughts						
	I encourage managers to be innovative						
	I encourage managers to develop more long-term strategies to improve hotel performance						
	I encourage managers to focus on determining the strategic direction						
	I encourage managers focus on the development of basic skills						
	Autocratic Leadership style						
	I use punishment as an effective approach in preventing errors						
	I want employees to obey them						
	I do not consult others						
	I do not care about anything in case the job is not done on time						
	I develop relationship with other subordinates in the hotel is business oriented						
	Charismatic Leadership style						
	I engage in unconventional behavior in order to achieve organizational goals						
	I use nontraditional means to achieve organizational goals						
	Often exhibits very unique behavior that surprises other members of the organization						
	I am able to motivate by articulating effectively the importance of what organizational members are doing						
	I seize new opportunities in order to achieve goals						
	I provide inspiring strategic and organizational goals						
	I Consistently generate new ideas for the future of the organization						
	I have vision; often brings up ideas about possibilities for the future						
	I readily recognize new environmental opportunities that may facilitate achievement of organizational objectives						

Section C: Empowerment

Statements		1	2	3	4	5	6
	Autonomy						
ME 1	I encourage and supports the diligence and initiatives of their managers.						
ME 2	I have the authority and freedom to do things right and accomplishes his or her tasks						
	Inclusions						
	I realize that manager's inclusion can positively influence manager's strategic decision making						
	I have trustworthy and cooperative relationship with its managers						
	Problem handling						
	I am confident about the managers as they can handle the issue in best manners						
.	I believe that managers with excellent problem handling skills can positively influence decision making						
	Creativity						
	I give attention to improving the skills and competencies of managers to make them more creative						
	I have supportive behavior towards improving manager's creativity						

Section D: Strategic Decisions

Statements	1	2	3	4	5	6
Strategic decisions towards innovation and change						
I usually use my preference related with innovation in favour of the diversification-oriented opportunities						
I usually use my preference related with innovation in favour of the value focussed oriented opportunities						
I use my preferences in favour of the growth and development strategies						
I think change is crucial for success						
I believe that change will cause great deals for the company						

	I see taking risks in change dimensions as an unchangeable part of my job						

	I do not usually want the downsizing strategy						
	I usually see the change dimensions under uncertainty as an opportunity in favour of adumbrating their differences						
	Strategic decision making towards basic management strategies						
	I usually approve to get decisions for protecting existing positive position						
	I usually use positive preferences in favour of stability strategies						
	I support innovativeness in the company						
	Strategic decision making towards risk taking						
	I usually use his or he reference in favour of withdraw strategies						
	I prefer to make low level risky strategic decisions						
	I usually prefer defines orientated strategies						
	I think innovation is the cost for the company						

Thank You for Your Time

APPENDIX II: List of Rated Star Hotels

UTB
UGANDA TOURISM BOARD

LIST OF CLASSIFIED HOTEL UGANDA TODATE

NO.	HOTEL NAME	STAR RATING
	Five Star	
1.	Sheraton Kampala Hotel	Five Star
2.	Kampala Serena Hotel	Five Star
3.	Munyonyo Commonwealth Resort	Five Star
4.	Mbale Resort Hotel	Five star
5.	Lake Victoria Serena Golf Resort & Spa	Five star
	Four Star	
1.	Speke Resort Munyonyo	Four Star
2.	Royal Suites	Four Star
3.	Hotel Africana and Convention Centre	Four Star
4.	Protea Hotel Kampala	Four Star
5.	Imperial Royale Hotel	Four Star
6.	Golf Course Hotel	Four star
7.	Igongo Cultural Centre and Country	Four star
8.	Imperial Golf View Hotel	Four star
9.	Imperial Resort Beach Hotel	Four star
10.	Jinja Nile Resort Hotel	Four star
11.	Lake View Resort Hotel	Four star
12.	Laico Lake Victoria Hotel	Four star
13.	Protea Hotel Entebbe	Four star
	Three Star	
1.	Ivy's Hotel	Three Star
2.	Mackinnon Suites	Three Star
3.	Kabira Country Club	Three Star
4.	Grand Imperial Hotel	Three Star
5.	Silver Springs Hotel	Three Star
6.	Sports View Hotel	Three Star
7.	Fairway Hotel	Three Star
8.	Fang Fang Hotel	Three Star
9.	Agip Motel	Three star
10.	Bomah Hotel	Three star
11.	Colline Hotel	Three star
12.	Imperial Botanical Beach Hotel	Three star
13.	Mountains of the Moon Hotel	Three star
14.	Nanjig Hotel	Three star
15.	The White Castle Hotel	Three star

16.	Wash and Wills Hotel	Three star
17.	White Horse Inn	Three star
18.	Crater Safari Lodge	Three Star
19.	Bakers Lodge	Three Star
20.	Park View Safari Lodge	Three Star
21.	Ndali Lodge	Three Star
22.	Ishasha Safari Camp	Three Star
23.	Kichwamba (Katara)Lodge	Three Star
24.	Papaya Lake Lodge	Three Star
25.	Sambiya River Lodge	Three Star
26.	Kabalega Wilderness Lodge	Three Star
27.	Bwana Tembo Safari Camp	Three Star
	Two Star	
1.	Speke Hotel	Two Star
2.	Metropole Hotel	Two Star
3.	Hotel Triangle	Two Star
4.	Hotel Ruch	Two Star
5.	Eureka Place	Two Star
6.	Arch Apartments	Two Star
7.	Sky Hotel International	Two Star
8.	Sir Jose Hotel	Two Star
9.	Shangri La Hotel	Two Star
10.	Mt. Zion Hotel	Two Star
11.	Airport View Hotel	Two star
12.	Arcadia Lodges Bunyonyi	Two star
13.	Imperial Botanical Beach Hotel	Two star
14.	Bunyonyi Overland Resort	Two star
15.	Central Inn	Two star
16.	Gulu Churchill courts Hotel	Two star
17.	Golden Courts Hotel	Two star
18.	Green Hills Hotel	Two star
19.	Hotel Kash, Bananuka Drive	Two star
20.	Hotel Kash, Masaka Road	Two star
21.	Kalya Courts Hotel	Two star
22.	Hotel Paradise on the Nile	Two star
23.	Mt. Elgon Hotel & Spa	Two star
24.	Nabisere Hotel	Two star
25.	New Classic Hotel	Two star
26.	Ridar Hotel	Two star
27.	Sandton Hotel	Two star
28.	Fort Murchison	Two star
29.	Jacana safari Lodge	Two star
30.	Baboon Safari Resort	Two star
31.	Enganzi Game Lodge	Two star
32.	Budongo Eco Lodge	Two star
33.	Primate Lodge Kibaale	Two star

34.	Bush Lodge	Two star
35.	Murchison River Lodge	Two star
36.	Ihamba Safari Lodge	Two star

UGANDA TOURISM BOARD
5th & 6th Floor Lugogo House
Plot 42, Rotary Avenue (Lugogo Bypass), Kampala
P.O. Box 7211 Kampala, Uganda
Tel: +256 (0) 414 342 196/7 | Fax: +256 (0) 414 342 188
E: qualityassurance@utb.go.ug | W: www.visituganda.com