

A CRITICAL ASSESSMENT OF MANAGEMENT STYLE FOR ENHANCING OVERALL ORGANIZATIONAL EFFECTIVENESS OF HOTELS IN EDO STATE, NIGERIA

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ABSTRACT

This study critically assessed how management styles influence organizational effectiveness in hotels located in Edo State, Nigeria. A cross-sectional survey gathered data from 129 managers (directors, department heads, and supervisors) across 3 to 5 stars hotels in the three senatorial districts. Proportionate stratified random sampling and structured questionnaires were employed. Descriptive statistics evaluated means and standard deviations, while Pearson's correlation examined relationships between six management styles and organizational effectiveness indicators. Findings revealed that participative management led with a mean of 4.76, and employee satisfaction topped effectiveness measures (mean=4.28). All six styles exhibited weak but statistically significant positive correlations ($p < .05$) with effectiveness. The study concludes that a hybrid model dominantly participative and paternalistic yields the strongest effectiveness, manifesting in higher employee morale, financial strength, and public image, despite lower technology leadership. Recommendations include enhancing inclusive decision-making, investing in employee development, and strengthening digital capabilities to boost hotel sustainability and competitiveness.

Keywords: Hotel management, Organizational effectiveness, Participative leadership, Paternalistic style, Edo State

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1 | Introduction

Hotels form the backbone of tourism infrastructure, delivering essential services like accommodation, food, and guest experiences (Orfilia, Simonetti, & Tomaselli, 2015; Timothy & Wall, 2015). Despite Nigeria's hospitality growth, success is uneven: some hotels thrive and expand, while others struggle or fail (Ofobruku & Obia, 2012; Bello, 2012). Leadership approaches greatly influence these outcomes; the distinct ways that managers make decisions, interact with staff, and control

operations determine employee motivation, service quality, and financial performance (Nwadukwe & Court, 2012; Shani, Woodman, & Pasmore, 2014).

Edo State hotels face persistent challenges—low productivity, high employee turnover, suboptimal guest satisfaction, and thin profit margins. These issues often stem from mismatches between managerial styles and contextual needs (Chikozho *et al.*, 2014; Bushra *et al.*, 2011). Leadership effectiveness depends not only on personal traits but also on organizational context and situational

factors (Field & Dubey, 2021; Gill *et al.*, 2006). However, limited empirical studies in Nigeria have yet to examine how diverse leadership styles affect performance in the region's hospitality sector.

Edo State's growing hotel industry plays a key role in supporting tourism and local economies. Insight into how different management styles influence performance dimensions—such as employee satisfaction, financial strength, service innovation, and technological adaptation—can guide managers toward better leadership practices and organizational resilience. This study's findings offer both practical direction for hotel managers and scholarly contributions in management contextualization.

1.1 | Literature Review

Management style is defined as the distinctive manner in which a manager directs, interacts with subordinates, and makes decisions to achieve organizational objectives (Nwadukwe & Court, 2012). It includes how managers allocate resources, resolve conflicts, motivate employees, and set organizational tone (Shani *et al.*, 2014). Scholars have classified management styles into several types:

- Authoritarian (Autocratic): Leaders make decisions unilaterally with centralized control (Bushra *et al.*, 2011).
- Participative (Democratic): Employees are actively involved in decision-making processes (Islam *et al.*, 2025).
- Bureaucratic: Authority is based on procedures and formal rules (Rukmani, Ramesh, & Jayakrishnan, 2020).
- Entrepreneurial: Emphasizes risk-taking and innovation (Ashraf *et al.*, 2024).
- Paternalistic: Combines directive leadership with concern for employee welfare, common in collectivist cultures (Aruoren, 2023).

- Conservative: Prefers tradition and stability over change (Ogbeide & Isokpan, 2024).

1.2 | Defining Organizational Effectiveness

Organizational effectiveness refers to how successfully an organization achieves its goals, maintains efficiency, and adapts to change (Yankey & McClellan, 2010; Melvyn *et al.*, 2011). In hotels, this often includes metrics such as employee satisfaction, financial performance, customer loyalty, public image, service quality, and technological adoption (Orfilia *et al.*, 2015).

1.3 | Linkages Between Leadership Style and Performance

Numerous studies, both global and Nigerian, affirm that leadership style influences organizational outcomes. Rukmani *et al.* (2020) found in India that participative and transformational leadership significantly predicted effectiveness in hotels. In Nigeria, Obiwuru *et al.* (2011) reported that small enterprises using a combination of autocratic and participative styles achieved better coordination and profitability. Aycan *et al.* (2021) emphasized that paternalistic leaders foster trust and loyalty in service-centered businesses. Similarly, Aruoren (2023) observed that participative leadership improved guest satisfaction and staff retention in Delta State hotels. Moreover, Ugwu *et al.*, (2019) demonstrated that participative and entrepreneurial styles enhanced performance in Nigerian banking, emphasizing the importance of flexibility and employee engagement. Correia, *et al.*, (2023) noted that successful hotel organizations decentralize decision-making and empower line managers to improve service quality and sustainability.

1.4 | Contextual Dynamics in Hotel Leadership

Hospitality settings in emerging economies are shaped by cultural expectations—such as respect for hierarchy and communalism—which affect management style effectiveness (Chikozho *et al.*, 2014; Bello, 2012). Edo State's hotels often operate under family or medium-scale ownership, creating environments where paternalistic-participative hybrids are most effective. Rigid authoritarianism and bureaucracy are less effective in dynamic service contexts (Field & Dubey, 2021).

1.5 | Literature Gaps Addressed by this Study

The literature largely concentrates on limited operational sectors in Nigeria, with little focus on how multiple leadership styles influence a multi-dimensional effectiveness framework in the hotel industry. Most studies examine two or three styles typically democratic, autocratic, or paternalistic while entrepreneurial and conservative orientations receive minimal attention in hospitality contexts. This study seeks to fill these gaps by evaluating six leadership styles and correlating them with multiple organizational effectiveness variables in Edo State hotels.

2 | Materials and Methods

2.1 | Study Area

This study was conducted in Edo State, a region in southern Nigeria known as the “Heartbeat of the Nation.” Created in 1991 from the former Bendel State, Edo covers approximately 19,794 square kilometers and has an estimated population of 4.8 million as of 2022. The state is composed of several ethnic groups, including the Edo (Bini), Esan, Owan, Ora, Akoko-Edo, and Afemai. Edo State's diverse economy spanning agriculture,

tourism, manufacturing, oil and gas, education, and healthcare has fostered the growth of numerous standard hotels, making it an ideal setting for this research.

The study employed a descriptive survey design to critically assess the relationship between management styles and organizational effectiveness in hotel establishments. This design was chosen for its suitability in collecting quantifiable data from a diverse population and identifying patterns or relationships among variables.

The target population consisted of managers at three hierarchical levels (top, middle, and lower) working in 3 star, 4 star, and 5 star registered hotels across the three senatorial districts of Edo State. The management personnel were drawn from twelve core hotel departments, including Front Office, Housekeeping, Food and Beverage, Sales and Marketing, Human Resources, and others. A total of 38 standard hotels were purposively selected. From these, a sample of 129 managers was drawn using proportionate stratified random sampling, ensuring fair representation across management levels and hotel categories.

To ensure content validity, the instrument was reviewed by subject-matter experts in management and hospitality. A pilot study was conducted with hotel staff in Benin City to evaluate the instrument's clarity and relevance. Reliability was tested using the test-retest method. Twenty copies of the questionnaire were administered to hotel staff, and the same group completed it again after two weeks. The scores were analyzed using Pearson's Product-Moment Correlation, yielding a reliability coefficient of $r = 0.79$, indicating acceptable internal consistency.

Data Collection and Analysis

A total of 129 questionnaires were self-

administered and successfully retrieved, resulting in a 100% response rate. Collected data were analyzed using Descriptive statistics (mean and standard deviation) to address the research questions and identify prevailing management

styles and levels of organizational effectiveness. Pearson's Product-Moment Correlation to test hypotheses and examine the relationship between each management style and organizational effectiveness.

3 | Results and Discussion

Table 1 | Management Styles Adopted for Enhancing Overall Organizational Effectiveness of Hotels in Edo State

Management Style	Mean	Std. Deviation	Rank
Participative: Involves staff in decision-making	4.76	0.877	1st
Paternalistic: Treats staff like family	4.32	1.079	2nd
Authoritarian: Takes all decisions alone	3.96	0.832	3rd
Entrepreneurial: Attains growth by innovation	3.64	1.099	4th
Conservative: Upholds old customs and values	3.57	1.144	5th
Bureaucratic: Attains goals by division of labor	3.48	1.001	6th

Source: Field Survey, 2025

The results presented in Table 1 provide clear insight into the dominant management styles adopted by hotel managers in Edo State to enhance organizational effectiveness. The participative style emerged as the most frequently adopted, with the highest mean score of 4.76. This indicates a strong preference among hotel managers to involve employees in decision-making processes. This result aligns with the findings of Yukl (2013) who observed that participative leadership fosters higher employee engagement and productivity, which are crucial for service-oriented industries like hospitality. This finding is also consistent with the work of Ogunlana *et al.* (2020), who found that participative management in Nigerian hotels led to improved team morale, service delivery, and guest satisfaction. It reflects a cultural shift towards more democratic leadership styles in service-based organizations. Paternalistic Management Style with a mean of 4.32, ranked second. This approach, which emphasizes a familial relationship between management and staff, appears to resonate well

within the local cultural context. According to Aycan *et al.* (2000), paternalistic leadership is particularly effective in collectivist societies, where mutual respect and loyalty are emphasized. This style may enhance staff commitment and reduce turnover, both of which are critical in hospitality settings. The authoritarian style ($M = 3.96$) ranked third, suggesting that despite the growing preference for participative methods, a significant number of hotel managers still rely on top-down control mechanisms. This may be due to organizational hierarchies or the need for quick decision-making in crisis situations. Bass (1990) observed that while authoritarian leadership can suppress creativity, it may be necessary in environments requiring strict procedural adherence, such as food safety or guest security. The entrepreneurial style ($M = 3.64$) ranked fourth, indicating moderate adoption. This suggests that innovation and risk-taking are somewhat integrated into hotel management in Edo State. This finding supports the work of Covin and Slevin

(1991), who noted that entrepreneurial management in dynamic environments promotes adaptability and competitiveness. The conservative ($M = 3.57$) and bureaucratic ($M = 3.48$) styles were the least preferred, suggesting that hotel managers are less inclined to rely on outdated traditions or rigid procedural structures. This is consistent with global hospitality trends where agility and customer responsiveness are valued over formality and protocol (Jones & Lockwood, 2002). High standard deviations for

these two styles indicate greater variability in responses, perhaps reflecting differences in management training or hotel classification. The standard deviations show that most management styles had moderate agreement among respondents, although the participative style ($SD = 0.88$) and authoritarian style ($SD = 0.83$) had slightly more concentrated responses. This consistency suggests shared management values across the hotels studied, possibly influenced by hospitality industry norms or training standards.

Table 2 | Organizational Effectiveness Indicators of Hotels in Edo State (N = 129)

Indicators of Organizational Effectiveness	Mean	Standard Deviation	Rank
Employee Satisfaction	4.28	1.20	1st
Financial Strength	4.14	0.93	2nd
Public Image and Goodwill	4.02	1.53	3rd
Growth in Sales/Revenue	4.00	1.18	4th
Profitability	4.00	1.15	5th
Competitive Products/Services	3.75	1.31	6th
Leadership in Technology	3.43	1.12	7th
Overall Organizational Effectiveness	3.95	1.03	8th

Source: Field Survey, 2025

The result in Table 2 reveal that all organizational effectiveness indicators in the selected hotels scored above the midpoint (3.0) on the 5-point Likert scale, indicating that hotels in Edo State are functioning at a reasonably high level across several dimensions of effectiveness.

The highest-rated factor was employee satisfaction ($M = 4.28$), underscoring the importance of human resource engagement in the hospitality industry. Recent research by Baum *et al.*, (2020) confirms that employee satisfaction significantly enhances service quality and organizational performance, particularly in the hotel sector. Similarly, Osibanjo *et al.*, (2021) emphasized that satisfied employees exhibit increased loyalty, reduced turnover, and improved customer interaction — all crucial for competitive advantage in the Nigerian hospitality

landscape. Financial strength ($M = 4.14$) and sales/revenue growth ($M = 4.00$) also ranked high, indicating strong financial performance among the surveyed hotels. These findings aligns with Onyema & Ogbuokiri (2020), who observed that financially robust hotels in Nigeria tend to perform better in adapting to market fluctuations and reinvesting in innovation. Financial strength is often a reflection of sound internal controls and strategic pricing, which were evident in the sample studied. Public Image and Goodwill rated third ($M = 4.02$), an indication of playing a critical role in customer retention and market reputation. According to Mmutle & Shonhe (2017), positive brand perception can elevate a hotel's market share and influence booking preferences, especially in an increasingly digital and review-based

marketplace. Both *profitability* (M = 4.00) and competitive products/services (M=3.75) received moderately high ratings. This suggests that while hotels are profitable, there may be room for differentiation in service delivery. Ismail & Kechik (2022) argued that many hotels in emerging economies still offer relatively homogenous services, limiting their ability to carve niche markets. The findings suggest Edo State hotels are stable but could benefit from bolder service innovation strategies.

The lowest-rated factor was leadership in technology (M = 3.43). This reflects a lag in adopting cutting-edge hotel technology such as cloud-based PMS, AI-driven customer interaction,

or data analytics. This mirrors the findings of Osei & Abenyin (2020), who noted that many West African hotels are hesitant to adopt new technology due to cost, infrastructure, and digital skills gaps. Nonetheless, Ali *et al.*, (2023) affirm that tech-enabled hospitality significantly improves operational efficiency, guest personalization, and data-driven decision-making. The cumulative mean score of 3.95 suggests that hotels in Edo State demonstrate fairly high organizational effectiveness. However, improving innovation capacity and technological adoption could enhance competitiveness further, especially as global hotel chains expand into regional markets.

Table 3 | Correlation between Management Styles and Organizational Effectiveness

Variables	1	2	3	4	5	6	7
Organizational Effectiveness	1.000	.287*	.356*	.278*	.326*	.471*	.378*
Conservative Style		1.000	.324	.266**	.164	.257	.211**
Entrepreneurial Style			1.000	.305*	.259**	.297	.406*
Bureaucratic Style				1.000	.356**	.290*	.259
Authoritarian Style					1.000	.297*	.237**
Participative Style						1.000	.295*
Paternalistic Style							1.000

*Note:**p ≤ 0.05; **p ≤ 0.01.
Source: Field Survey, 2025.

The correlation matrix in Table 3 illustrates the relationships between six managerial styles and organizational effectiveness in hotel establishments across Edo State. All six management styles show statistically significant positive correlations with organizational effectiveness, suggesting a multifaceted influence of leadership behavior on performance outcomes. The participative style had the strongest correlation with organizational effectiveness ($r = .471, p \leq 0.05$), affirming that inclusive decision-making enhances hotel performance. This is consistent with Kim & Beehr (2021), who found

that participative leadership in hospitality environments increases job involvement, psychological ownership, and ultimately guest satisfaction. This leadership approach appears particularly effective in service-oriented sectors where teamwork, autonomy, and morale significantly influence customer experience. The paternalistic style also showed a strong correlation ($r = .378, p \leq 0.05$). This reflects the communal and relational nature of leadership in the Nigerian context, where family-like organizational structures are often preferred. Farh *et al.*, (2019) reported similar findings in Asian hospitality firms,

where paternalistic leaders improve employee trust and reduce turnover. Interestingly, the entrepreneurial style also had a moderate positive correlation with effectiveness ($r = .356, p \leq 0.05$), indicating that innovation-driven leadership contributes to better adaptability and market responsiveness. Kosa *et al.* (2021) emphasized that entrepreneurial orientation in hotel firms especially in developing economies correlates strongly with market growth, creativity in service delivery, and long-term survival.

The conservative ($r = .287^*$) and bureaucratic ($r = .278^*$) styles both had weaker but still significant correlations with organizational effectiveness. These results suggest that while stability, structure, and respect for traditional processes are valued, they do not drive high performance unless combined with more dynamic strategies. As Huang & Wang (2020) argue, over-reliance on bureaucratic norms can limit innovation and customer responsiveness in a competitive service sector like hospitality. The authoritarian style ($r = .326^*, p \leq 0.05$) also showed a modest positive relationship with effectiveness. This may appear counterintuitive, but in some contexts, especially where roles are clearly defined, authoritarian leadership can improve performance through discipline and accountability. Liden *et al.*, (2018) found that authoritarian leadership in service firms can produce efficient short-term results when moderated by cultural expectations and employee role clarity.

4 | Conclusion

Participative leadership is dominant in Edo State's hotels, reinforcing the value of inclusive, empowering management for effectiveness. Paternalistic leadership remains important, resonating with cultural norms of familial care, yet caution is warranted due to potential stress outcomes. A blend of authoritarian discipline and

entrepreneurial innovation emerges in managers' practices. Conservative and bureaucratic styles are less prominent, indicating a shift toward more flexible and adaptive management. The findings reinforce that participative and paternalistic leadership styles are most effective in driving organizational performance among hotels in Edo State. Entrepreneurial leadership is also critical for maintaining adaptability and long-term relevance. However, traditional and bureaucratic approaches, while still relevant, require supplementation with modern, inclusive strategies to meet dynamic guest expectations and competitive pressure.

5 | Recommendations

Based on the findings of the study, six key recommendations are proposed to improve organizational effectiveness in hotels across Edo State. Hotel managers should adopt a more participative leadership style, as it was strongly correlated with high performance; involving employees in decision-making processes boosts morale, creativity, and accountability. Also, the use of paternalistic leadership which blends authority with genuine concern for employees should be encouraged, as it fosters loyalty and a positive organizational climate. Hotels should also cultivate an entrepreneurial orientation by encouraging innovation, risk-taking, and proactive market engagement to remain competitive and adaptable. Another recommendation from this study is that, there is a need to limit overdependence on authoritarian and bureaucratic styles of management, which, while sometimes necessary, may stifle innovation and employee motivation if used excessively. Also this study recommends that employee satisfaction the highest-rated effectiveness indicator should be prioritized through better welfare programs, recognition systems, and professional development opportunities. Finally, hotels should invest in technology-driven leadership by

integrating modern digital tools into operations and training staff accordingly, as the current performance in this area was rated lowest,

signaling a strategic gap.

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