



The socio-cultural diversity of hotel employees and their perception of the management styles in hotels of Gauteng province, South Africa

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Abstract

This research explores the management style of hotel managers in Johannesburg and Pretoria, South Africa. Data was collected from 250 respondents purposefully selected from 60 randomly selected hotels. Up to 61.7% of all the white employees were managers compared to 28.7% of all the black employees and 9.6% others. South African hotel employees were found to prefer the democratic management style (32.8%), over paternalistic (25.2%), walk-around management (23.2%), autocratic management (10.8%) and others. In addition, employees had various attitudes towards their job leadership style and satisfaction, as most often power and decision making relating to work is in the hands of a few managers. The management style practiced most by hotel managers was the democratic style, followed by the paternalistic and walking around styles. The way employees perceive the effect of managers' styles of management is not significantly influence by sociodemographic factors however, management styles of their line managers either often or always led to a lack of trust among employees. Furthermore, the race factor significantly affects employees' perception of the suitability of managers' styles of management with regard to the cultural diversity of South Africa. There was some association between the management styles of managers and job satisfaction of employees. It is recommended that hotel managers adopt a combination of appropriate management styles to enhance the level of job satisfaction of hotel employees.

Keywords: Management styles, hotels, managers, employees

Introduction

The hospitality business today faces competition amongst its competitors, which creates numerous and considerable challenges. Hence, the need for continuous improvement of its effectiveness and efficiency by creating competitive advantage in order to survive. For this reason, every organisation must exploit the full potential of its employees and leadership plays a crucial role in the process, among other things (Buble, Juras & Matic, 2014). The management style of an organization plays an important role in enhancing or slowing down the interest and commitment of the individuals working in it (Ogunola, Kalejaiye & Abrifor, 2013). Managers perform different roles in the hospitality industry and how they deal with different situations is based on their management styles and abilities (Riley, 2012). Different management styles, such as the autocratic, laissez-faire, democratic, paternalistic and walk-around styles, may be more suitable for a particular type of business or group of employees



at one point or another (Giri & Santra, 2008). Management styles are important because, if used correctly, they can increase positive relationships among employees as well as between employees and management, culminating in better service performance (Knight & Deas, 2006). Managers should be able to make decisions that can enhance team spirit and improve business performance (Clark, 2003). Studies conducted in Europe and some Asian countries have indicated that the management styles of hotel managers can influence the performance of frontline workers, including their ability to adopt the hotel's vision and mission relating to customer service (Ashley & Brandon, 2008). Due to the reliance of the hotel industry on a largely unskilled workforce, any adopted management styles should bring the best out of all employees, especially the frontline office employees (Xiao, 2010).

Hotels in South Africa are located mostly in urban centers such as Johannesburg, Pretoria, Cape Town and Durban and these hotels are currently facing high employee turnover, socio-cultural diversity issues and regular changes in the competitive landscape (Rogerson & Rogerson, 2011). Managers are expected to use efficient management styles to manage language barriers and culture differences among employees in hotels and the hospitality industry in general (Cobanoglu, Dede & Poorani, 2006; Stein, 2009). While many people use the terms manager and leader interchangeably, they refer to different functions. A leader can be a manager, but a manager is not necessarily a leader. If a manager is able to influence people to achieve company goals, without using his or her formal authority to do so, then the manager is demonstrating leadership (Armandi, Oppedisano & Sherman, 2003).

Over time, some researchers opted for different styles of leadership since there was no particular style of leadership that can be considered universal (Amanchukwu, Stanley & Ololube, 2015). For the success of the hotels, it is crucial that managers practice good leadership skills. As the skills will demonstrate whether the leadership style adopted by the managers is congruent with the needs of the employees and in turn lead to achieve the desired goal of the hotel. As the hospitality industry is a people industry that provides services that people use when they have free time and extra money, thus providing a high level of customer service is very important, since the services provided are not necessities. Those who work in the hospitality operation are the company's most valuable asset, more valuable than the equipment, food suppliers and even the building itself. Without the employees, there would be no need for these other "assets." When management takes care of its employees, the employees will certainly be more motivated to take care of the guests and customers (Unsal, 2019). However, this sequence of events does not happen by chance. Hence, the need to understand the management style used by the managers of the hotel in Gauteng, South Africa.

Literature review

Management styles used in the hospitality industry

The hospitality business had-specific management style that enables its business operations to be easy and successful. This management style entails how one develops work relationships, motivate staff, make decisions and solve problems confronting the organization (Singh & Chowdhry, 2011). When the natural management style matches the organization's culture it tends to be successful and when it is radically different, life can be a constant struggle (Singh & Chowdhry, 2011). A management style is described as a method of leadership style that is used by managers and leadership is less about managers' needs and is more about the needs of the people and the organization. In order to have a good leader, Amanchukwu, Stanley and Ololube (2015) recommend that good leaders must have good negotiation skills, have the necessary experience to work with others, be knowledgeable on the task and duties, exercise patience and commit themselves to their job. Good leaders always develop themselves through further education and training and gaining of new experience on a daily basis. Managers are often responsible for many roles within an organization and how they choose to handle different situations will depend on their management style.



Leadership style in the hospitality industry

Since the hospitality industry is rapidly changing, leaders who understand these complexities and changes are more likely to adapt and work effectively with employees (Nanjundeswaraswamy & Swamy, 2014). Every good leader should be able to communicate effectively to subordinate in a manner that will motivates them (Miller, Walker & Drummond, 2002). Leadership which accounts for over a third of the financial performance of a hospitality business operation, influences the social atmosphere in a business operation, thereby influencing the participation of employees to achieve set goals (Omolayo, 2007; Eustace & Martins, 2014). Autocratic, democratic and laissez-faire are three prominent types of leadership style that had been defined based on a leader's power and influence on subordinates (Mullins, 1998; Rollinson, 2005). The autocratic style in which the leader has full organisational power and authority in decision-making without consulting the subordinates is dictatorial in nature (Al-Ababneh, 2013). Autocratic leadership style has been found to be prevalent in the hospitality industry (Okumus & Hemmington, 1998). With the democratic leadership style, leaders often make decision jointly with subordinate after consultation while in the laissez fair leadership style, subordinates are often given the authority to make decision (Kavanaugh & Ninemeier, 2001). Ineffective leadership is detrimental to a hospitality business operation in that it does not contribute to progress and derails the accomplishment of set goals (Amanchukwu, Stanley & Ololube 2015). Managers must always be there for their subordinates and provide them with directives to ease work related stress and ensure interactions between them in the business operation (Mullins, 1998). Irrespective of the leadership style, managers can also adopt any of the following leadership approach (Nielsen, Yarker, Brenner, Randall & Vilhelm Borg, 2008)

- Transformational leadership: Subordinates are encouraged to rise above their self-interest, adopt positive morals and be motivated to perform better. A motivated and qualified workforce is essential for any company that wants to increase productivity and customer satisfaction (Buil, Martinez & Matute, 2019). Transformational leadership enable subordinates to experience some sense of belonging in their work environment (Nielsen et al., 2008), experience positive emotions (Bono & Llies, 2006) and reduces job-related stress (Sosik & Godshalk, 2000).
- Transactional leadership: This is characterized by the provision of rewards to subordinates for their hard work, performance and organizational goals that are attained by specific job roles and mission (Bass, 1997).
- Affiliative leadership: It is characterised by putting the employees' interest first and this style is particularly useful for building team harmony or increasing morale. It can allow for poor performance within the organisation as affiliative leaders rarely offer advice, which often leaves employees in a quandary.
- Pacesetting style: It is characterized by the setting of high performance standards but this can overwhelm other performant employees and make them to resist in changing for the better.
- Coaching style: It has been one of the most significant developments in leadership and management practice in the last thirty years (Hawkins, 2012). It involves coaching employees to focus on their ability and attain personal developmental and work-related goals. Employees must be aware of their deficiencies so that necessary intervention is provided in order to improve their production because employee performance is critical to the overall success of any organization. Business leaders need to understand the key benefits of employee performance so that they can develop consistent and objective methods for evaluating performance. Doing so helps determine strengths, weaknesses and potential managerial gaps in the business organization. Although performance evaluations are never fun, they help business leaders determine performance levels for each employee (Sosik & Godshalk, 2000).



Methodology

Study area

This study was conducted in the province of Gauteng in South Africa, specifically in the Pretoria/Tshwane and Johannesburg metropolises. Even though covers only 1.4% of South Africa's land area, the tiny province of Gauteng contributes more than 33% to the national economy and a phenomenal 10% to the GDP of the entire African continent. Also known as Joburg or Jozi, Johannesburg is the biggest city in South Africa and is often compared to Los Angeles, with a similar urban sprawl linked by huge highway interchanges (South African Travel Desk, 2012).

Questionnaire instrument

A structured self-administered questionnaire consisting of 17 questions was developed for this study. The questionnaire consisted of three sections: Section 1 consisted of eight questions which were used to collect the socio-biographic data of respondents; section 2 had three questions which were used to collect the hotel information data; and section 3 had six questions which were used to collect data on the perception of the management styles of hotel managers.

Sampling and data collection

Several franchised and non-franchised hotels in Pretoria/Tshwane and Johannesburg metropole were randomly selected from a list of franchised and non-franchised hotels. The management of each hotel was contacted to obtain permission to distribute the questionnaire to the targeted hotel employees. A total number of 60 hotels were selected for the study and from each hotel up to eight staff members were given questionnaires, including two general managers and six employees from the four divisions (two per division); front office, food and beverage, housekeeping and general workers. A total of 480 self-administered questionnaires were issued to the 60 hotels. Of the 480 questionnaires issued, only 250 were returned, with a response percentage of 52.1%. Prior to the start of this study, the ethical clearance was obtained from the College of Agriculture and Environmental Sciences (CAES), University of South Africa.

Data analysis

Responses were analyzed using SPSS software (IBM SPSS Statistics 25) covering standard deviation, correlation, regression and significance testing. Descriptive statistics as well as ANOVA testing were conducted on the variables.

Establishment of validity and reliability

A pilot study was conducted to test the validity and reliability of the data collecting instrument designed for this study and to establish if there were weaknesses or ambiguities in any of the questionnaire items. The pre-testing of the self-administered questionnaires was conducted in two selected hotels who agreed to host the pilot study within Gauteng. Two managers from each hotel were administered with the questionnaires. The questionnaires elicited the type of data desired and anticipated. This was followed by corrections before the final data was collected. Regarding reliability, the internal consistency of constructs was established by estimating the Cronbach's alpha and a value of 0.7 was considered as the minimum acceptable standard.



Ethics clearance and permission

Permission and ethical clearance (2014/CAES/096) for this research was provided by the ethics committee of the University of South Africa's College of Agriculture and Environmental Sciences (CAES). Approval was also sought from the management of the various hotels before contacting respondents. Respondents were advised on the nature of the study being conducted and given a choice of either participation or non-participation. Participants signed a consent form describing the nature of the research. Respondents were given the right to withdraw from the study at any time. Respondents were also told that the questionnaire response sheet will be coded and their personal details will not be divulged to any third party to ensure confidentiality.

Results

Sociodemographic information of the respondents

Of the 250 respondents, half were female and half male. Their ages ranged as follows: 25–40 years (65.6%); 18–24 years (17.2%); 41–54 years (14.8%); and 55–65 years (0.8%). The majority of the respondents were black (70%), followed by white (24%), colored (5.2%) and lastly Indian/Asian (0.8%). In terms of qualifications, most of the respondents (42.8%) had obtained a national diploma, followed by grade 12 certificates (40.8%). A few respondents had a master's degree (1.6%) and a bachelor's degree (5.2%). Furthermore, up to 58.4% of the respondents held a formal hospitality-related qualification, while the rest (41.6%) did not have any qualification (Table 1).

Table 1: Biographic information of respondents (N=250)

Variables (n)		Frequency (%)
Gender	Female	124 (49.6)
	Male	125 (50)
	Missing system	1 (0.4)
Age	18–24	43 (17.2)
	25–40	164 (65.6)
	41–54	37 (14.8)
	55–65+	2 (0.8)
	Missing system	4 (1.6)
Race	Black	175 (70)
	Colored	13 (5.2)
	White	60 (24)
	Indian/Asian	2 (0.8)
Highest qualification	Grade 12	102 (40.8)
	National diploma	107 (42.8)
	Bachelor's degree	13 (5.2)
	Master's degree	4 (1.6)
	Others	24 (9.6)
Possession of hospitality qualification	Yes	146 (58.4)
	No	100 (40)
	Missing system	4 (1.6)

The remuneration of respondents ranged as follows: R5 001 to R15 000 per month (40.8%); R3 001 to R5 000 per month (25.6%); R1 to R3 000 (19.2%); and R15 001+ (8.8%). The years of work experience of respondents was broadly spread, with most of them having 1 to 2 years (34.8%) and 3 to 4 years (34.8%) of experience. Most of the hotels in which respondents were employed had a 4-star rating (48.8%), followed by those with 3-star (29.6%), 5-star (10.8%), 2-star (7.6%) and lastly 1-star (1.6%) rating (Table 2).



Table 2: Hotel and employee employment details (N=250)

Variables (n)		Frequency (%)
Current position in hotel	General manager	15 (6)
	Front office manager	36 (14.4)
	Food and beverage manager	20 (8)
	Housekeeping manager	21 (8.4)
	Financial manager	2 (0.8)
	Other positions	152 (60.8)
	Missing system	4 (1.6)
Current salary	R0.1–3 000	48 (19.2)
	R3 001–5 000	64 (25.6)
	R5 001–15 000	102 (40.8)
	R15 001+	22 (8.8)
	Missing system	10 (4)
Work experience	1–2 years	87 (34.8)
	3–4 years	87 (34.8)
	5+ years	69 (27.6)
	Missing system	7 (2.8)
Hotel rating of respondents	5-star	27 (10.8)
	4-star	122 (48.8)
	3-star	74 (29.6)
	2-star	19 (7.6)
	1-star	4 (1.6)
	Missing system	4 (1.6)
Location of hotels	Pretoria/Tshwane	159 (63.6)
	Johannesburg	90 (36.4)

Close to 39% of the respondents were managers, while the rest were not managers (61%). Furthermore, up to 61.7% of all the white employees were, followed by 53.8% of the colored employees, 50% of the Indian/Asian employees and 28.7% of the black respondents. Most of the respondents who were managers were front office managers (14.6%), followed by housekeeping managers (8.5%), food and beverage managers (8.1%), general managers (6.1%) and lastly financial managers (0.8%) (Table 3).

Table 3: Cross-tabulation of current positions across race (N=246)

Current employment position	Count within race (%)				Total
	Black	Colored	White	Indian/Asian	
General manager	4 (2.3)	3 (23.1)	8 (13.3)	0 (0.0)	15 (6.1)
Front office manager	24 (14)	0 (0.0)	12 (20)	0 (0.0)	36 (14.6)
Food and beverage manager	10 (5.8)	1 (7.7)	8 (13.3)	1 (50)	20 (8.1)
Housekeeping manager	10 (5.8)	2 (15.4)	9 (15)	0 (0.0)	21 (8.5)
Financial manager	1 (0.6)	1 (7.7)	0 (0.0)	0 (0.0)	2 (0.8)
Others	122 (71.3)	6 (46.2)	23 (38.3)	1 (50)	152 (61.8)
Total	171 (100)	13 (100)	60 (100)	2 (100)	246 (100)

Types of management styles and their cultural suitability

Based on the perception of respondents, the management style practiced by most of their managers was the democratic management style (32.8%). This was closely followed by paternalistic management (25.2%), walking around management (23.2%) and lastly autocratic management (10.8%), while 4.4% of respondents were uncertain about the management style used by their line managers. The majority of the respondents (64%) either agreed or strongly agreed that the management style of their line managers was suited to the cultural diversity of South Africa. Furthermore, 18.8% were neutral while only 12.8% strongly disagreed or simply disagreed (Table 4).



Table 4: Hotel employees' perception of managers' styles of management and their cultural suitability (N=250)

A) Research question: Which of the following best describes the management style of your line manager?	
Management style	Frequency (%)
Autocratic management	27 (10.8)
Paternalistic management	63 (25.2)
Democratic management	82 (32.8)
Laissez-faire management	9 (3.6)
Walking around management	58 (23.2)
Uncertain	11 (4.4)
Total	250 (100)

B) Research question: To what extent do you agree with this statement? The management style of this hotel is suited to the cultural diversity of South Africa.	
Perception	Frequency (%)
Strongly disagree	11 (4.4)
Disagree	21 (8.4)
Neutral	47 (18.8)
Agree	117 (46.8)
Strongly agree	43 (17.2)
Uncertain	11 (4.4)
Total	250 (100)

ANOVA of respondents' perception of the cultural suitability of managers' management styles

One-way ANOVA results showed that respondents of different demographic groups did not differ significantly ($p > 0.05$) in their definition of the management style of their line managers. Similarly, with the exception of race, respondents within the other demographic groups did not differ significantly in stating whether their line manager's management style was suited to the cultural diversity of South Africa. A cross-tabulation analysis of the descriptions provided by different race groups indicated the following: hospitality qualification, current position and hotel rating do not have an effect on the suitability of management style for the cultural diversity of South Africa (Table 5).

Table 5: ANOVA of respondents' perception of managers' styles of management and their cultural suitability (N=250)

Management style of line managers	ANOVA between groups (p-value)						
	Gender	Age	Race	Hospitality qualification	Current positions	Work experience	Hotel rating
Description of the management style of line managers	0.917	0.295	0.112	0.829	0.591	0.304	0.867
Suitability of management style for the cultural diversity of South Africa	0.351	0.534	0.032	0.409	0.734	0.441	0.454

α = Significance is considered at $p \leq 0.05$

It can be seen that 12.6% of the black, 25% of the colored, 13% of the white and 0% of the Indian/Asian respondents disagreed or strongly disagreed that their line manager's management style suited the cultural diversity of South Africa, while 67% of the black, 50% of the colored, 70% of the white and 100% of the Indian/Asian respondents agreed or strongly agreed (Table 6).



Table 6: Cross-tabulation analysis showing how respondents of different races significantly differ in their perception of managers' styles of management and their cultural suitability (N=250)

Perception levels	Count (%) within race				Total
	Black	Colored	White	Indian/Asian	
Strongly disagree	8 (4.8%)	2 (16.7%)	1 (1.7%)	0 (0.0%)	11 (4.6%)
Disagree	13 (7.8%)	1 (8.3%)	7 (12.1%)	0 (0.0%)	21 (8.8%)
Neutral	35 (21.0%)	3 (25.0%)	9 (15.5%)	0 (0.0%)	47 (19.7%)
Agree	72 (43.1%)	5 (41.7%)	40 (69.0%)	0 (0.0%)	117 (49.0%)
Strongly agree	39 (23.4%)	1 (8.3%)	1 (1.7%)	2 (100.0%)	43 (18.0%)
Total	167 (100.0%)	12 (100.0%)	58 (100.0%)	2 (100.0%)	239 (100.0%)

NB: Significance is considered at $p \leq 0.05$

Perception of the effect of managers' management styles on decision making, lack of trust and job satisfaction

With regard to the effects of the management styles of line managers, close to half of the respondents (51.6%) stated that decision-making was often or always in the hands of a few senior managers, with most of them (30.4%) saying it was often, while 30% of them indicated rarely and only 12.8% indicated never. Up to 57% of the respondents indicated that their line manager's style of management rarely (33.6%) or never (23.6%) created a lack of trust in employees. Up to 52% of the respondents indicated that their line manager's style of management often (34.8) or always (18%) led to job satisfaction in their workplace (Table 7).

Table 7: Hotel employees' perception of the effect of managers' styles of management on subordinates' decision making, lack of trust and job satisfaction (N=250)

Effect of line manager's managing style	Frequency severity descriptors (%)					
	Never (1)	Rarely (2)	Often (3)	Always (4)	Missing system	(Mean±SD)
Decision making is in the hands of a few senior managers	32 (12.8)	75 (30)	76 (30.4)	53 (21.2)	14 (5.6)	2.64±0.98
Causes a lack of trust	59 (23.6)	84 (33.6)	69 (27.6)	30 (12)	8 (3.2)	2.29±0.97
Leads to job satisfaction	36 (14.4)	69 (27.6)	87 (34.8)	45 (18)	13 (5.2)	2.60±0.96

ANOVA of the perception of the effect of managers' management styles on decision making, lack of trust and job satisfaction

Respondents within different demographic groups of race, possession of a hospitality qualification, current position, work experience and hotel employment rating did not differ significantly ($p \leq 0.05$) in their perception of the effects of their line manager's management style regarding decision making and the job satisfaction of employees. Conversely, respondents of different age groups differed significantly ($p \leq 0.05$) in their view of the effects of their line manager's style of management in creating trust among employees, unlike respondents in the other socio-biographic groups (Table 8).

Table 8: ANOVA of the perception of the effect of managers' styles of management on decision making, lack of trust and job satisfaction (N=250) $\alpha =$ Significance is considered at $p \leq 0.05$

Perceived effects of management style	ANOVA within groups (p-value)						
	Gender	Age	Race	Hotel qualification	Current positions	Work experience	Hotel rating
Decision making is in the hands of a few senior managers	0.538	0.768	0.929	0.504	0.885	0.473	0.159
Causes a lack of trust	0.133	0.005	0.598	0.517	0.225	0.102	0.525
Leads to job satisfaction	0.221	0.108	0.461	0.117	0.598	0.102	0.975



The cross-tabulation analysis of how different age groups differed in their description of the effect of their manager’s style of management on the creation of lack of trust showed the following: up to 61% of respondents aged 18–24 years, 64.6% of those aged 25–40, 35% of those aged 41–54 and 50% of those aged 55–65+ indicated that their line manager’s style of management never or rarely created a lack of trust among employees (Table 9).

Table 9: Cross-tabulation analysis showing respondents perception of the effect of managers’ styles on decision making, lack of trust and job satisfaction (N=250)

		Age				Total
		18–24	25–40	41–54	55–65+	
Never	Count	9	45	4	0	58
	% within age	22.0	28.5	10.8	0	24.4
Rarely	Count	16	57	9	1	83
	% within age	39.0	36.1	24.3	50.0	34.9
Often	Count	12	40	14	1	67
	% within age	29.3	25.3	37.8	50.0	28.2
Always	Count	4	16	10	0	30
	% within age	9.8	10.1	27.0	0	12.6
Total	Count	41	158	37	2	238
	% within age	100	100	100.0	100	100

Discussions

Sociodemographic information of respondents

The sociodemographic information used in this study relates to the gender, age, current employment position, years of work experience and qualifications of managers and employees. Approximately 49.6% of males and 50.4% of females responded to the questionnaire. This result suggests that gender bias did not affect the outcomes of this study, as the number of male and female respondents was almost the same. Both the male and female respondents had an equal chance to participate in this study. The proportion of males to females in this study is not very different from that of the general South African population as indicated by recent figures from Statistics South Africa (2014), in which males were found to constitute 48.7% of the total South African population compared to 51.3% for females. Furthermore, the fact that most of the respondents were black is a reflection of the natural demographic of South Africa. The 2014 population census in the province of Gauteng, where the participating hotels are located, showed that the black population in the province was close to 78% compared to 16% for the white, 3.5% for the colored and 3% for the Indian/Asian populations (Statistics South Africa, 2014).

Most of the respondents were found to have a national diploma as their highest qualification. This finding is contrary to that of a study conducted in the North West province of South Africa, in which the highest level of education of most of those employed in the hospitality industry was found to be the grade 12 or matric qualification (Naude, Kruger & Saayman, 2013). The fact that close to only 41% had grade 12 or matric as their highest qualification implies that these hotels were clearly able to attract and recruit individuals with a qualification higher than grade 12 or matric. Some hotel managers have been found not to be interested in employing people who possess a qualification higher than grade 12 or matric (Raybould & Wilkins, 2005). Stakeholders in the hospitality industry need to work hard to change the perception of some hotel managers regarding the recruitment of hospitality graduates (Jaykumar, Fukey & Balasubramanian, 2014).

Very few respondents had a bachelor’s or master’s degree, which could be due to the fact that many hospitality graduates do not return to the industry after obtaining these degrees, considering that managers in the hotel industry have been found to pay less attention to graduates with bachelor’s or master’s degrees during recruitment (Raybould & Wilkins, 2005).



The reason for this could be that potential employees with a basic grade 12 or matric qualification are often recruited and trained according to the company beliefs and brand culture and to integrate them into the service style unique to the hotel in question (Ipe, 2008). In-service training has been found to enable the hotel industry to develop and empower their employees over time to fulfil various business requirements (Peters & Mazdarani, 2008). Different hotel establishments often use different staffing procedures to strategically influence the diversity of their workforce (Ployhart, 2006). Staffing procedures are the process used by managers to estimate staff requirements, selection, placement orientation and training and development, which create the type of skilled workforce needed by the hotel to achieve its objectives.

Of the respondents who participated in this study, up to 39% were either general managers, front office managers, food and beverage managers, housekeeping managers or financial managers; the rest were not managers. This fairly high representation of managers can be attributed to the fact that up to four managers and seven other employees constituted the sample size for each participating hotel. In terms of race, most managers were white despite the fact that they constituted only 24% of the respondents. This could be attributed to the fact that most hotels in South Africa are still managed by whites. This is attributed to the fact that under apartheid many 'non-white' people were prevented from entering certain occupations and jobs. Furthermore, even though post-apartheid legislation and laws have been adapted to ensure equality, many public and private sector organizations such as hotels are still facing the problem of racial parity at managerial level (Fasset, 2013).

In South Africa, racial transformation is essential in today's hospitality industry as this industry caters for culturally diverse people all over the world. Otherwise a lack of racial transformation may result in poor customer services and hence poor productivity (Bamporiki, 2010). Up to 49.6% of the respondents received a monthly salary above R5 000. This amount is higher than the latest monthly minimum wage just below R4000 per month in the hospitality sector (South African Department of Labour, 2018). However, salary rates in the hotel industry are often not based on the level of qualification of the employees, even though it is believed that competitive salary packages would contribute to a good working life in the hotel industry (Walsh, Sturman & Carroll, 2011).

Managers' management styles and cultural suitability

The findings from this study indicate that the management style utilized most in the hotels was the democratic style, followed by the paternalistic style and then the walking around style. The democratic and paternalistic styles have been found to be quite similar, as both encourage employees to be part of decision-making processes (Ogunola et al., 2013). The findings from this study correlate with findings from previous research in which the democratic style of management was found to be predominant in the hospitality and other industries (Al-Ababneh 2013; Akanpaadgi, Valogo & Akaligang, 2014). Hotel employees have been found to prefer the democratic management style over the autocratic and laissez-faire styles (Akanpaadgi et al., 2014). Al-Ababneh (2013) has found that the autocratic style is more effective when the manager is vested with enough organizational power to make decisions, has all the information needed for a particular task at hand, has less time to consult and is working with a well-motivated workforce. Woods and King (2002) however, believed that the autocratic style of management is common in the hospitality industry but it difficult to say whether it enhances or hinders the performances of employees.

Based on the ANOVA analysis, the socio-biographic details of respondents, such as gender, age, hospitality qualification, current hotel employment position, years of work experience and rating of the hotel where the respondent works, did not significantly ($p > 0.05$) affect the way respondents described their line manager's style of management. Similarly, Raybould and Wilkins (2005) found that hospitality qualifications did not change perceptions of respondents about the management style in hotels. Based on the ANOVA analysis and unlike all the other



socio-demographic factors, race was the only factor that affected how respondents perceived the suitability of line managers' styles of management with respect to the cultural diversity of South Africa. In addition, more white than black respondents or members of other racial groups either agreed or strongly agreed that the management style of their line managers was suitable for the cultural diversity of South Africa. This is attributed to the fact that most hotel managers are currently white and are likely to be comfortable with the cultural diversity of the workplace (Booyesen, 2007). In a study conducted in South Africa, Du Plessis and Barkhuizen (2012) found that white respondents scored significantly higher than blacks on hopeful confidence (the sense of certainty that the chosen course of action is best or most effective). Since 1994 blacks have held political power and one would expect them to be more hopeful and confident about the future than their white compatriots. However, the reality in the workplace is that whites still control the top positions and blacks are slowly gaining access to better positions (Booyesen, 2007). A study conducted by Taal (2012) on the distribution of race by employment level in South African hotels also highlighted that the overwhelming majority (78%) of managers are white.

Effect of managers' management styles on decision making, lack of trust and job satisfaction

In terms of the perceived effect of managers' styles of management, up to half of the respondents indicated that decision making is either often or always in the hands of a few managers. This implies that most often power and decision-making relating to work is in the hands of a few managers. Employees in such a situation are always likely to be required to seek approval from their managers before work can be accomplished (Padovani & Young, 2012). A considerable number of the respondents indicated that the management styles of their line managers either often or always led to a lack of trust among employees. A strong bond of trust between a manager and employee is important in any organizational operations (Krot & Lewicka, 2012). The provision of quality information to employees was indicated as the main predictor of trust in an establishment and managers have been advised to increase the quality of the information provided in their workplace to improve the level of perceived trust (Ponte, Carvajal-Trujillo & Escobar-Rodríguez, 2015). Researchers believe that leaders behave with some of their subordinates as in-group members and trusted assistants, while treating others as the out-group members (Javaheri, Safarnia & Mollahosseini, 2013).

As with trust, a substantial number of respondents indicated that their line manager's style of management led to job satisfaction in their workplace. This means the management style adopted by a manager brought out the best in employees (Al-Ababneh, 2013). In cases where the leader is indifferent or critical towards employees, ineffective communication occurs, giving rise to low morale in employees and low job satisfaction (Kara et al., 2013). It was reported that a high level of job satisfaction is often achieved under democratic leadership, while the worst level of job satisfaction is often achieved under an autocratic style of management (Bhatti et al., 2012). It should be emphasized that every employee in the hospitality industry is unique because they play a very important role in the quality of service provided and proper communication and trust between employees and managers are essential prerequisites in delivering service that will satisfy the customers (Mowday, Steers & Porter, 1979). It is expected that any management style adopted by a hotel establishment should be able to build a lasting relationship between management and employees, hence reducing dissatisfaction among employees (Petzer, Steyn & Mostert, 2009). The results from this study are also compatible with those of Erkutlu and Chafra (2006), Bhatti et al., (2012) and Ogunola et al., (2013) in that all these studies, together with the current study, show that the use of an appropriate (democratic) management style enhances job satisfaction among employees.

Conclusions

The main aim of this study was to investigate the socio-cultural diversity of hotel employees and their perception of the management style of managers in hotels in the Gauteng province



of South Africa. This study found a lack of relevant literature in the hospitality industry especially in South Africa. Almost all relevant studies were from Western countries. It was noticed that no studies had looked at the impact of management style on employees' job satisfaction in South African hotels. Reviewing the literature indicated that management styles applied differed according to managers' demographic profiles however, South African hotel employees have been found to prefer the democratic management style over the autocratic and laissez-faire styles. In addition, employees showed different attitudes towards their job satisfaction and job facets, as most often power and decision making relating to work is in the hands of a few managers. The management style practiced most by hotel managers was the democratic style, followed by the paternalistic and walking around styles. The way employees perceive the effect of managers' styles of management is not significantly influenced by sociodemographic factors however, management styles of their line managers either often or always led to a lack of trust among employees. Furthermore, the race factor significantly affects employees' perception of the suitability of managers' styles of management with regard to the cultural diversity of South Africa. The study findings found that the prevalent leadership style among managers was democratic style. Moreover, the outcomes reported that there is a positive relationship between leadership (democratic and laissez-faire) and job satisfaction. Managers could enhance the level of employee's job satisfaction by adopting a combination of management style to suite the socio-cultural diversity of hotel employees.

Recommendations

The hotel managers in South Africa should enhance job facets that supported the highest level of job satisfaction by improving their decision making process and trust in applying their management style to employees. In addition, the hotels can improve their image by trying to give opportunities to all racial groups in the country to be part of the management team, since the hotel industry caters for a wide range of culturally diverse people from all over the world.

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