

The Impact of Management Styles on Organizational Effectiveness in the Nigerian Hotel Industry: Employees Perceptions on Goal Attainment, Efficiency and Innovation

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Abstract	Original Research Article
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This study examines the relationship between management style and organizational effectiveness in the Nigerian hotel industry with employee emphasis on goal attainment, efficiency and innovation. The study investigated the impact of transformational, transactional, autocratic, participative, servant and laissez-faire styles organizational performance outcomes. An explanatory cross-sectional design approach that combined survey and interview data obtained from hotel managers and staff with operational performance indicators to provide qualitative and quantitative insights was used in this study. Data from the study was analyzed using SPSS, descriptive statistics, correlation and regression analysis. The findings from regression result revealed that transformational, participative and servant management styles are most effective for long term organizational success in Nigerian hotels. These styles foster engagement, creativity and alignment with organizational goals and are consistent with prior studies. While, transformational and participative management styles were the most prevalent, especially in chain hotels. Servant management style was emerging as a preferred style in luxury hotels focused on service excellence. Transactional management style showed a strong positive effect and valuable for ensuring efficiency and compliance highlighting its relevance in maintaining process discipline in Nigerian hotels. However, its negative association with innovation suggests that excessive reliance on rules and rewards may affect creativity. Autocratic management style may offer short term control and goal attainment during time of challenges or crisis situation but undermines employees moral and innovation on a long run and was more common in independent hotels. Laissez-faire management style was detrimental across all dimensions, indicating its incompatibility with service-intensive hotel industries. The study recommends that hotel managers should be flexible and adaptive by applying situational and balanced management style approach were each is most effective in order to improve employee performance, enhance service quality, promote innovation and increase overall organizational effectiveness in the organization.

Keywords: Management Style, organizational effectiveness, hotel industry, goal attainment.

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Introduction

The Nigerian hospitality sector has expanded since the 1960s, with major growth in urban

centres like Lagos, Abuja and Port-Harcourt. Initially dominated by government-owned hotels, the sector has become more privatized



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and internationalized. Rapid urbanization, growth in oil and gas, banking, telecoms and entertainment industries increased demand for quality accommodation in the hotel industry (Ibrahim *et al*, 2022). While, leisure tourism is modest compared to other African nations, Nigeria's hotel market is heavily driven by business travel, international conferences and expatriate workers. Global brands such as Hilton, Marriott, Radisson, and Best Western have established or expanded their presence. Indigenous chains like Transcorp Hotels, Eko Hotels and Suites and Protea (now under Marriot) have grown, with more boutique and mid-range hotels emerging. Some of the challenges facing the industry are infrastructural deficits such as erratic power supply, poor roads and weak transport systems, increased operating costs. Security concerns such as; terrorism, kidnappings and general insecurity discourage tourism and business visits (Agbarakwe *et al*, 2021). Economic volatility such as; over reliance on oil makes Nigeria's economy unstable, affecting disposable income, foreign exchange and travel demand. High operating costs such as; import reliance for equipment, inflation and limited work-force. Competition in the hotel industry includes market segmentation such as luxury segment, dominated by international brands, mid-range and budget segment, highly competitive with thousands of locally owned hotels, guesthouses and serviced apartments (Dhiman and Roberts, 2022). Local vs international chains, customer expectations; growing middle-class and international guests demand higher standards in service, security and digital connectivity. In such a dynamic environment, effective management becomes a critical determinant of organizational performance. The key objectives of the study are as follows:

- A. To examine how management styles influence goal attainment in Nigerian hotels.
- B. To evaluate the effects of management styles on efficiency in the hotel sector.
- C. To assess the role of management styles in driving innovation in service based industries.

Literature Review

Management style is the characteristic way managers motivate, direct and interact with employees. It plays a central role in shaping organizational performance and outcomes. Management style is the distinctive way in which an organization makes decisions and discharges various functions of goal setting, formulation, implementation of strategy, corporate image building, dealing with key stakeholders and other basic management activities (Gill *et al*, 2006). The different types of management styles adopted in the Nigerian hotel industry are; Transformational management style, Transactional management style, Autocratic management style, Participative management style, Servant management style and Laissez-faire management style.

Transformational Management Style: A transformational management style (often referred to as transformational leadership) is defined as the behavior of a leader that is aimed at driving followers to transcend expectations in achieving, while also going beyond personal interest for the sake of the organization or group they belong. (Agbarakwe *et al.*, 2021). Thus, in transformational management style leadership approach leaders inspire and motivate followers to exceed their own self-interests for the good of the organization, fostering commitment to a shared vision and encouraging personal and professional growth.

Transactional Management Style: According to Ibrahim *et al*, (2022) This is a leadership style where leaders work according to the rules, procedures and norms that apply in the organization. This style of manager forms relationship with the subordinates based on short term interests. It uses various incentives to increase the motivation of staff, rewards and punishments are performance instruments.

Autocratic Management Style: This is the style in which the leader retains full decision making authority, takes decision unilaterally, little or no input to subordinates, closely monitors work and demands obedience and compliance rather than participation (Pizzolitto *et al*, 2022). This style of leadership limits follower's autonomy and self-determination, whereby leaders control

followers through impersonal procedures and rules.

Participative Management Style: This is a style in which leaders actively involve employees in decision-making processes (Wang *et al*, 2022). Rather than a top-down approach, leaders consult, delegate authority and encourage contributions from staff. This style of management enhances shared decision-making, open communication, empowerment and collective problem solving.

Servant Management Style: According to Dhiman and Roberts (2022) This is a moral-based leadership philosophy in which leaders prioritize the needs of their followers (employees, stakeholders) above their own. The leaders role is to serve, not just to direct, helping employees grow and succeed. The key features of this management style is empathy, ethical behavior, empowerment of others, focus on follower development.

Laissez-faire Management Style: This is a management style where managers give their employees a high degree of autonomy (Thanh and Quang, 2022). They provide minimal guidance, allowing staff to make decisions and solve problems on their own, intervening only when needed. The key features are delegation of responsibility, trust in employees' self-motivation, and low interference from management. It promotes creativity and skill development in experienced teams, but can lead to a lack of direction or accountability if over used.

Definition of Organizational Effectiveness: Goal Attainment, Efficiency and Innovation

Organizational effectiveness refers to the degree to which an organization achieves desired outcomes while maintaining efficiency, adaptability and stakeholder satisfaction. It is a multi-dimensional concept that integrates goal achievement, resource utilization, employee and customer satisfaction as well as long-term sustainability. According to Jones and George (2023) It refers to how well an organization achieves its goals using its resources efficiently and sustainably. Thus. It measures the extent to which an organization is able to produce desired results, satisfy stakeholders and maintain long-

term performance. Organizational effectiveness is the ability of an organization to achieve its goals consistently by using its resources, efficiently satisfying stakeholders and adapting to changes. Organizational effectiveness is often conceptualized through three dimensions: goal attainment, efficiency and innovation.

Daft (2022) Goal attainment is the degree to which an organization accomplishes its stated goals as a measure of effectiveness. Goal attainment has to do with the achievement of set objectives and the extent to which the organization meets its stated goals (profit targets, service delivery standards, social impact). Goal attainment refers to the extent to which an individual, group or organization successfully achieves its set goals or objectives. It measures how far the planned targets have been reached. It also means reaching the goals you planned to achieve. Thus, it can also be seen as the degree to which planned goals or objectives have been achieved through achievement of set targets, comparison of expected vs actual performance, indicator of success and effectiveness used to evaluate progress and results.

Efficiency deals with the optimal use of resources and how well the organization uses scarce resources (time, money, and labor, technology) to achieve outputs with minimal waste. Daft (2021) asserted that efficiency refers to how well resources are used to achieve a result with at least waste of time, effort, money or materials. It focuses on doing things in a cost-effective, time-saving and resource-saving way. Efficiency also means getting the best possible output using the least possible input. Thus, it the ability to use resources in the most economical way to achieve maximum output with minimum waste.

According to Rawlings and Reader (2024) Innovation is described as new or modified learned behavior that enables individuals or groups to generate new solutions, adapt to challenges and drive cultural or biological evolution. Innovation is the process of creating and implementing new ideas, products, services, processes or business models that add value to an organization, customers or society. It can also be seen as the ability to adapt and create new ideas. Innovation means creating something new or

improving something that already exists in a better and more effective way. It involves new ideas, new products, and new methods of doing things, new technologies and new ways of solving problems. Innovation can be defined as the process of turning creative ideas into useful solutions.

Relevance of Management Styles in Organizational Effectiveness of Hotel Industry

Management style plays a critical role in determining the overall effectiveness and performance of the organization. The key reasons why management style is relevant and a key driver of organizational effectiveness in the hotel industry are highlighted as follows; It enhances service quality; It improves employee motivation and job satisfaction; It reduces staff turnover; It improves operational efficiency; It enhances communication and team work; It drives innovation and adaptability; It impacts guest satisfaction and loyalty; It supports organizational culture; It strengthens decision-making and problem solving and It increases overall organizational performance.

Identified and Addressed Literature Research Gaps in this Study

Despite the hotels industry dependence on effective human resource performance, there exist a gap in aligning management practices with employee needs to achieve consistent service delivery and organizational effectiveness. In spite of extensive research on management style, limited empirical work has focused on how management styles affect organizational effectiveness especially in 3 star, 4 star and 5 star hotel establishments in Nigeria. This study addresses that gap by examining the impact of transformational, transactional, autocratic, participative, servant and laissez-faire management style on goal attainment, efficiency and innovation in 3 - 5 star hotels in Nigeria.

Materials and Methods

Study Area

Akwa-Ibom State, Ibadan and Abuja represent important tourism destinations in Nigeria with distinct attractions. Akwa Ibom State is located

in the South-South geo-political zone of Nigeria. It lies between latitudes 4°32'N and 5°33'N and longitudes 7°25'E and 8°25'E. The State shares boundaries with Cross River State to the east, Abia State to the north, Rivers State to the west and the Atlantic Ocean to the south. The State is rich in crude oil and natural gas, which significantly contributes to its economy. It is known for its coastal and eco-tourism features, including Ibeno-beach, cultural festivals and hospitality facilities. Ibadan is the capital of Oyo State and it is located in the South-West region of Nigeria. It lies approximately between latitudes 7°20'N and 7°40'N and longitudes 3°35'E and 4°10'E. Ibadan is one of the largest cities in Nigeria by land area and serves as an important commercial, educational and cultural center. The city attracts visitors through its rich history, cultural heritage and educational landmarks such as cocoa House, Mapo Hall, and the University of Ibadan, Nigeria's first university and plays a significant role in trade, education and research activities. Abuja is the Federal Capital Territory (FCT) of Nigeria and is located in the central part of the country. It lies between latitudes 8°25'N and 9°25'N and longitudes 6°45'E and 7°45'E. Abuja is a major hub for leisure and business tourism. The city is characterized by planned urban development, scenic and natural landscapes and modern infrastructure. Prominent tourist attractions include; Aso Rock, Millennium Park, Zuma Rock, Jabi Lake, National Mosque and National Christian Centre. Abuja also host international conferences, exhibitions and cultural events, attracting both local and foreign tourists. Its cosmopolitan nature, security and availability of luxury hotels makes it one of Nigeria's leading tourism destinations.

Data Collection and Analysis

An explanatory cross-sectional design was adopted, integrating survey and interview methods to provide both quantitative and qualitative insights. The study population comprised managers, supervisors and frontline staff in 3 - 5 star hotels in Ibadan, Akwa-Ibom and Abuja. A stratified sampling approach was used to ensure fair representation across departments (front office, food and beverage, housekeeping and maintenance). A total of 320

questionnaire were distributed, of which 276 were returned and considered usable (response rate 86%). A total of 276 valid responses were analyzed. Respondents included 24% managers, 33% supervisors and 25% frontline staff. Most hotels were 4-star (54%), followed by 3-star (28%) and 5-star (18%). Additionally, 15 in-depth interviews were conducted with general managers and department heads. The instruments for the study was structured questionnaire; Management style was measured using adapted items from the Multifactor Leadership Questionnaire (Bass, 1990) and validated scales for transformational, transactional, autocratic, participative, servant and laissez-faire management style. Organizational effectiveness was measured using goal attainment; percentage of

departmental targets achieved, performance appraisal ratings. Secondly; Efficiency: operational metrics such as RevPAR (Revenue Per Available Rooms), labor cost percentages and average checking-in time and Innovation: number of new services, process improvements and digital initiatives introduced in the past 12 months. All survey items were rated on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree). Quantitative data was analyzed using SPSS. Descriptive statistics, correlation and regression analysis were also applied. Reliability was assessed using Cronbach's alpha, while, validity was examined through confirmatory factor analysis (CFA). Qualitative interview data were coded thematically to provide contextual depth.

Results and Discussions

Table 1. Descriptive Statistics of Position, Hotel Category and Location of Respondents in Nigerian Hotels.

Variable	Frequency	Percentage (%)
Position		
General Manager	30	10.9
Department Manager	86	31.2
Supervisor	91	33.0
Frontline Staff	69	25.0
Hotel Category		
3-Star	77	27.9
4- Star	150	54.3
5-Star	49	17.8

Location

Ibadan	122	44.2
Abuja	91	33.0
Akwa-Ibom	63	22.8

Source: Field Survey: 2026.

The statistical distribution result of respondents by job position presented in Table 1 shows that supervisors constitute the largest proportion of the sample, with 91 respondents representing 33.0%. This is closely followed by department managers, who account for 86 respondents or 31.2%. Frontline staff makes up 69 respondents, representing 25.0% of the total population. In contrast, general managers form the smallest group, with 30 respondents constituting 10.9%. Overall, the data indicate that the majority of respondents occupy middle-level positions (supervisors and department managers), suggesting that the perspectives captured in the study are largely drawn from operational and managerial levels rather than top management. The statistical distribution shows that 4-star hotels dominate the sample, with 150 hotels representing 54.3% of the total. 3-star hotels

account for 77 hotels (27.9%), indicating a moderate presence within the category. In contrast, 5-star hotels are the least represented, with 49 hotels making up 17.8% of the total. Overall, the data suggest that mid-range (4-star) hotels are the most prevalent, while luxury (5-star) hotels constitute a smaller proportion of the hotel population. The result also shows that respondents from Ibadan recorded the highest frequency with 122 cases, representing 44.2% of the total. This is followed by Abuja, which accounted for 91 cases (33.0%), indicating a moderate level of occurrence relative to Ibadan. Akwa-Ibom had the lowest frequency with 63 cases, contributing 22.8% of the total. Overall, the data reveal a clear disparity among the three locations, with Ibadan constituting nearly half of the total observations, while Abuja and Akwa Ibom together make up slightly more than half.

Table 2. Means, Standard Deviation and Correlations of Management Styles and Organizational Effectiveness Variables

Variable	Mean	SD	1	2	3	4	5	6	7	8	9
Transformational	3.91	.72	1								
Transactional	3.48	.69	.41	1							
Participative	3.76	.74	.52	.38	1						

Servant	3.65	.71	.49	.35	.44	1					
Autocratic	2.89	.81	-.28	.32	-.24	-.30	1				
Laissez-faire	2.41	.68	-.35	-.18	-.29	-.27	.25	1			
Goal Attainment	3.85	.64	.53	.39	.48	.42	-.22	-.28	1		
Efficiency	3.72	.61	.37	.51	.34	.29	.12	-.21	.41	1	
Innovation	3.59	.67	.46	-.22	.43	.39	-.30	-.33	.52	.28	1

Note: All correlations $\geq .20/$ are significant at $p < .05$.

Source: Field Survey, 2026.

Table 2 presents the means, standard deviations and correlations among the management style and organizational effectiveness variables within the hotel industry in Edo State. The descriptive statistics shows that transformational ($M = 3.91$, $SD = .72$), participative ($M = 3.76$, $SD = .74$), and servant management style ($M = 3.65$, $SD = .71$) were reported at relatively high levels compared with autocratic ($M = 2.89$, $SD = .81$) and laissez-faire management style ($M = 2.41$, $SD = .68$). This finding concurs with Agbarakwe *et al*, (2021) who claimed that hotel managers and supervisors adopt people-centered and developmental management styles than authoritarian or passive ones. The organizational outcome also recorded high mean scores, including goal attainment ($M = 3.85$, $SD = .64$), efficiency ($M = 3.72$, $SD = .61$), and innovation ($M = 3.59$, $SD = .69$), indicating generally positive organizational effectiveness perception among respondents. This implies that in service-oriented establishments, transformational style demonstrated strong positive and significant correlations with goal attainment ($r = .53$), efficiency ($r = .37$), and innovation ($r = .46$). The result reveals that hotel managers who inspire, motivate and support employees are more likely to facilitate the achievement of service goals,

improve operational efficiency and foster innovation in service delivery and guest experience (Ibrahim *et al*, 2022). Similar findings were observed for participative management style which was positively associated goal attainment ($r = .48$), efficiency ($r = .34$) and innovation ($r = .43$) and for servant management style, which correlated positively with goal attainment ($r = .42$), efficiency ($r = .29$) and innovation ($r = .39$). According to Ibrahim *et al*, (2022) These findings reinforce the importance of employee-centred managerial behavior in the hotel industry, where service quality heavily depends on staff morale, involvement and engagement. Transactional management style exhibited a mixed pattern of relationships. It was positively related to goal attainment ($r = .39$) and particularly to efficiency ($r = .51$), suggesting that performance-contingent rewards and structure can support efficiency in routine hotel operations such as standard operating procedures and service consistency. However, the negative correlation with innovation ($r = -.22$) indicates that transactional style may inhibit creativity and flexibility behaviors that are increasingly important for guest satisfaction and competitive differentiation (Dhimann and Roberts, 2022). In contrast,

autocratic management style was negatively associated with goal attainment ($r = -.22$), efficiency ($r = -.21$) and innovation ($r = -.30$). Laissez-faire management style also showed negative correlations with goal attainment ($r = -.28$) and innovation ($r = -.33$). These results suggest that both highly controlling managers

and management characterized by frequent absence are detrimental in hotel settings, where employees require guidance, emotional support and empowerment to deliver quality service and respond to guest needs (Nwokorie and Igbojekwe, 2020). All reported correlations were statistically significant at $p < .05$.

Table 3. Regression Results (Management Styles and Organizational Effectiveness)

Predictor	Goal Attainment (β)	Efficiency (β)	Innovation (β)
Transformational	.42***	.21*	.38***
Transactional	.19*	.44***	-.18*
Participative	.36***	.18*	.31***
Servant	.29**	.14	.27**
Autocratic	-.24**	.12+	-.31***
Laissez-faire	-.27***	.12**	-.33***
R ²	.51	.47	.49

*Notes: *** $p < .001$; ** $p < .01$; $p < .05$; + $p < .10$ (marginal).

Source: Field Survey, 2026.

The multiple regression analysis in Table 3 illustrates the relationship between six management styles and three indicators of organizational effectiveness in the hotel organization; goal attainment, efficiency and innovation. All predictors were entered simultaneously. The model explains 51% of the variance in goal attainment indicating a strong predictive effect. Significant positive predictors were: Transformational management style ($\beta = .42$, $p < .001$), Participative management style ($\beta = .36$, $p < .001$), Servant management style ($\beta = .29$, $p < .01$), Transactional management style ($\beta = .19$, $p < .05$). A significant negative predictor was: Autocratic management style ($\beta = -.24$, $p < .01$) and Laissez-faire management style ($\beta = -.27$, $p < .001$). The finding shows that in the hotel organizations, managers who motivate, involve and support employees are significantly more likely to achieve organizational goals. Transactional management style also plays a role, through structure and performance

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monitoring. However, autocratic and laissez-faire management style undermine goal attainment, suggesting that both controlling and disengaged management styles are detrimental in service-intensive hotel environment. The model also explains 47% of the variance in efficiency indicating a strong predictive effect. Significant positive predictors were: Transactional management style ($\beta = .44$, $p < .001$) was the strongest predictor. Transformational management style ($\beta = .21$, $p < .05$). Participative management style ($\beta = .18$, $p < .05$). Laissez-faire management style ($\beta = .12$, $p < .01$). Autocratic management style showed only a marginal positive effect ($\beta = .12$, $p < .10$). Servant management style was not significant ($\beta = .14$, n.s.). This implies that efficiency in hotel operations such as standard service delivery, adherence to procedures, and task completion is most strongly enhanced by transactional style of management, where rewards, structure and clarity are emphasized. Transformational and participative management style also contributed, suggesting that motivation and involvement support efficient performance. The marginal positive effect of autocratic style may reflect efficiency in tightly-controlled operational hotel environments, although the effect is weak. The small positive association of laissez-faire style reflects isolated cases of hotels where autonomy aids task completion rather than consistent managerial disengagement. The model explains 49% of the variance in innovation indicating a strong predictive effect. Significant positive predictors were: Transformational management style ($\beta = .38$, $p < .001$), Participative management style ($\beta = .31$, $p < .001$), Servant management style ($\beta = .27$, n.s. – not significant). Significant negative predictors were: Transactional management style ($\beta = -.18$, $p < .05$), Autocratic management style ($\beta = -.31$, $p < .001$), Laissez-faire management style ($\beta = -.33$, $p < .001$). This implies that innovation in hotel industry such as creative service delivery, new guest experiences or process improvement is most strongly fostered by transformational and participative management style. These styles encourage empowerment, involvement and idea sharing, which are critical in a service-driven sector. Conversely, transactional, autocratic and laissez-faire styles of management inhibit innovation, suggesting that rigid control, routine-

focused structures or managerial absence suppress creative thinking and proactive service behavior. The findings from regression result confirm that transformational, participative and servant management styles are most effective for long term organizational success in Nigerian hotels. These styles foster engagement, creativity and alignment with organizational goals and are consistent with prior studies (Yukl, 2013). While, transformational and participative management styles were the most prevalent, especially in chain hotels. Servant management style was emerging as a preferred style in luxury hotels focused on service excellence. Transactional management style showed a strong positive effect and valuable for ensuring efficiency and compliance highlighting its relevance in maintaining process discipline in Nigerian hotels. However, its negative association with innovation suggests that excessive reliance on rules and rewards may stifle creativity. Autocratic management style may offer short term control and goal attainment during time of challenges or crisis situation but undermines employees moral and innovation on a long run. Autocratic management style was more common in independent hotels, particularly in operationally turbulent contexts. Laissez-faire management was detrimental across all dimensions, indicating its incompatibility with service-intensive hotel industries. These results align with global literature on management style and organizational effectiveness but highlight the contextual relevance in Nigerian hotels, where infrastructural challenges and environmental turbulence necessitates adaptive and balanced management approaches.

Conclusion

The study demonstrates that management styles significantly impacts organizational effectiveness in Nigeria hotels. Transformational, participative and servant management style foster goal attainment and innovation, while transactional management style supports efficiency but at the expense of creativity. Autocratic and laissez-faire styles undermine effectiveness except in narrowly defined crisis contexts.

Recommendation

Based on the findings of the study the following recommendations are proposed to improve organizational effectiveness of hotels in Nigeria. Hotel managers in Nigeria should adopt adaptive management style practices that combines transactional clarity with participative and transformational empowerment in order to enhance organizational performance. Management development programs, employee engagement initiatives and improved innovation should be put in place to sustain competitiveness in the hotel industry.

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