



INFLUENCE OF AGE ON THE LEADERSHIP STYLES OF HOTEL MANAGERS

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ABSTRACT

Background: The type of leadership style and how the managers work in the hotels influence their employees. Hence, it is important to understand the relation of the demography of the manager and the leadership style.

Objective: To analyze the relationship between the manager's age and the leadership style. **Methodology:** This is a descriptive type of research. The present study was done in the five star hotels of Delhi/ NCR. The samples were selected by Random Sampling technique and the sample size was 141. Data was collected using questionnaire. Chi square test was used for statistical analysis. **Result:** Null hypothesis was rejected for Expert Leadership Style, indicating that age and Expert Leadership Style have relation. For rest of the Leadership Styles (Authoritative, Autocratic, Benevolent, Coaching, Democratic, Manipulative, Bureaucratic and Pace setter) null hypothesis was not rejected, indicating Age and Leadership Style are independent. **Conclusion:** In hotels, the lower level management is more involved with the skill oriented work, therefore showing their expertise in the work, thus following Expert Leadership Style.

Key Words: Leadership Style, Hotels, Hospitality, Manager

1.0 INTRODUCTION

When one motivates his employees to achieve the common goal(s) it is called leadership. Anyone can become a leader by improving some specific skills. An individual need to have certain traits and qualities to become a leader (Ward, 2020).

There are different leadership styles which are generally followed by leaders. According to leaders.com editorial staff (2021), there are 7 different types of leadership styles: (1)Servant Leadership, (2)Democratic Leadership, (3)Autocratic Leadership, (4)Transformational Leadership, (5)Transactional Leadership, (6)Laissez- Faire Leadership and (7) Charismatic Leadership.

According to *make a dent leadership*website (2021), Black and Mouton developed the managerial grid to describe manger's behaviour on two variables - "concern for production" and "concern for people". These two variables were plotted on 9 degrees, 1 showing low level of degree to 9 indicating high level of concern. Venkatesh (n.d.) mentioned in his article that Likert and his associates of University of Michigian, studied the pattern and styles of mangers and then developed concept and approach to understand leadership behaviour of managers.

According to Likert and his associates, there are 4 leadership styles: (i)Exploitative Authoritative, (ii)Benevolent Authoritative, (iii)Consultative and (iv)Democratic Leadership styles. As per Writer (2021), Goleman developed six emotional leadership styles which are: (a)Commanding, (b)Visionary, (c)Affiliative, (d)Democratic, (e)Pacesetting and (f)Coaching.

Different leadership styles are explained below:

Authoritative Style: An authoritative leader is a visionary, he is clear about his goals and he instills clarity and confidence in his followers. He provides both positive and negative feedback to his followers.

Autocratic Style: The leader retains all authority and decision-making power with himself and instructs his subordinates on what to do and how to do a job, even to finer details. He does not consider subordinates' suggestions or views.

Benevolent Style: The leader values individuals and their emotions. He tries to keep his subordinates happy and creates harmony among them.

Coaching Style: In this leadership style, leader identifies the weaknesses and strengths of his subordinates and aligns them with their personal goals and career aspirations in congruence with the organisation's goals .

Democratic Style: In this style, leader gains trust, respect and commitment of his subordinates and spends time in getting ideas from his people.

Pacesetter Style: A pacesetter leader sets high standards for performance for his subordinates and when these standards are achieved, the leader raises bar. These types of leaders can easily identify the non- performers.

Expert Style: In this style, leader has high level of knowledge and abilities. The leader demonstrates his expertise in front of the subordinates.

Manipulative Style: The leader manipulates the situation to get things work. The leader identifies the needs of the subordinates and uses this knowledge to exploit them.

Bureaucratic Style: In this leadership style, the leader enforces rigid rules and regulations.

Participative Style: The leader encourages the subordinates to participate in decision making (ICFAI Centre for Management Research, 2004).

On closely studying the topic of this study, both the words “leadership” and “management” have been used. Therefore, it is essential to identify the difference between these two words. According to Kottler(2011), management is about coping with complexity, whereas leadership is coping with change. Management focuses on complexities like planning and budgeting, whereas a leader provides direction for change to the organization. Another difference between management and leadership is: management is all about staffing and organizing whereas leadership is aligning people in the organization. Management is about problem-solving and controlling whereas, leadership is about inspiring and motivating his subordinates.

The present study focuses on what kind of leadership styles are being followed by managers working in the hotels. The managers in the hotel industry are divided into 3 levels. (Sprigghr.com, 2020). The chain of authority is divided into these levels of management which are as follows: Top Level Management, Middle Level Management and Supervisory Level.

Al-Ababneh (2013), mentioned in his study that the two types of leadership styles i.e. democratic and laissez-faire have direct positive relationship with the employees’ job satisfaction in five star hotels. The result of the study also revealed that the different leadership styles have different impact on job satisfaction.

Radwan &Radwan (2020), researched on leadership style of front line managers in four star hotels in Cairo, Egypt, where he identified that the transactional and autocratic leadership styles were prevalent in four star hotels in Cairo. They also concluded that the transformational and democratic leadership styles have a high correlation with the employees’ creativity and organizational commitment.

Babaita et al (2010), mentioned in their research that leadership style and innovation play an important role in hospitality industry. As compared with other industries, hospitality industry must pay double attention in implementing innovation. The research was done in three and four star hotels in Romania.

Zarban (2018), found that in hotel industry in US has a significant relationship between transformational and transactional leadership and employee engagement, while there is negative correlation between passive leadership and employee engagement.

According to Yamak and Eyupoglu (2018), charismatic leadership is the dominant leadership style in four and five star hotels in Northern Cyprus. The research also identified that there is significant relationship between laissez-faire leadership style and nationality of managers. They further mentioned in their study that there is no significant relationship between leadership styles and other demographic variables (gender, management level, education level and work experience).

Oshagbemi (2004), collected data from UK managers and concluded in his study that younger and older managers have significant difference in their consultative and participative leadership style. According to Oshagbemi (2004), older managers practice more of participative leadership style and consult their employees as compared to younger managers.

There are lots of studies made on leadership styles all over the world. The researches have worked on understanding the effect of leadership styles on employees' commitment levels, job satisfaction, creativity, employee engagement, etc. Researchers have also conducted studies in analyzing the relationship between leadership style and demography. However, not much of the work has been done in understanding the effect of demography and leadership style in hotel industry in India. To bridge this research gap, the present study has been done in Delhi/NCR.

The **objective** of this research is to analyze the relationship between the manager's age and the leadership style.

2.0 METHODOLOGY

Research Design: Descriptive research design was used for this study.

Location: Managers from 5 star hotels of Delhi and NCR were approached.

Sampling Technique: The sampling technique was simple random sampling. The data was collected from the managers working in 5 star hotels in Delhi and NCR. The sample size for the present study was 141.

Tools and Techniques: For collecting data structured questionnaire was used. Questionnaire had 30 questions and responses were recorded on Likert's Scale ranging from 1 to 5. The questions were focusing on 9 leadership

styles: Authoritative, Autocratic, Benevolent, Coaching, Democratic, Expert, Pacesetting, Manipulative and Bureaucratic Leadership style. The questionnaire was circulated via e-mail to various managers working in hotel industry.

Statistical Analysis: MINITAB 14 software was used to statistically analyze the collected data. The collected data was analyzed using cross-tabulation, percentage method, mean and Chi Square test for Independence. For Chi Square test for Independence the hypothesis is as follows:

Hypothesis:

H0: There is no relationship between the manager's age and the leadership style at 95% level of confidence. (The variables: manager's age and leadership style are independent)

3.0 RESULTS AND INTERPRETATION

The demographic profile of the respondents based on age is given in Table 1. 50% of the employees are in the age bracket less than 24 years of age. 30% of the managers are in the age bracket of 25 years to 32 years. 15% of the respondents were in the age group of 33 years to 39 years, whereas, 5% of the respondents were above 40 years of age.

Table 1: Details of the respondent on the basis of Age

Age	Number of respondents (n)
49 or more	1
40 to 48	6
33 to 39	21
25 to 32	43
24 or less	70

The respondents answered the question in the questionnaire on Likert's Scale ranging from 1 to 5. The frequency of the responses for each question is given the following tables (2 to 31).

Table 2: Cross Tabulation of the Response for question 1

Question 1	Are you clear about the goals of what your subordinates need to achieve? * Age of respondent Cross tabulation				
	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	1	1
40 to 48	0	1	4	1	6
33 to 39	0	4	4	13	21
25 to 32	2	2	12	27	43
24 or less	0	9	30	31	70
ALL	2	16	50	73	141

52% of the responses mostly agreed with the question that they were clear about the goals which need to be achieved by their subordinates and none of the respondent least agreed with the question. This is the characteristic of Authoritative Leadership style (ICFAI Centre for Management Research, 2004).

Table 3: Cross Tabulation of the Response for question 2

Question 2	Are your subordinates clear of what work they are doing, why they are doing it and where their work will fit into the overall vision of the organization? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	1	0	1
40 to 48	0	0	1	3	2	6
33 to 39	0	1	1	7	12	21
25 to 32	0	1	10	16	16	43
24 or less	1	2	11	33	23	70
ALL	1	4	23	60	53	141

43% of the respondents 'reasonably agreed' with the question whether the subordinates were clear what they were doing, why they were doing and how their work will fit into the overall goals of the organization. .007% respondent 'least agreed' with the question. This question has the characteristic of Authoritative Leadership Style (ICFAI Centre for Management Research, 2004).

Table 4: Cross Tabulation of the Response for question 3

Question 3	As a leader, do you provide regular feedbacks to your subordinates, both positive & negative? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	0	1	1
40 to 48	0	0	2	2	2	6
33 to 39	0	1	3	6	11	21
25 to 32	0	0	1	14	28	43
24 or less	1	1	5	21	42	70
ALL	1	2	11	43	84	141

59% of the respondents most agreed to the question that regular feedbacks are provided to the subordinates. Only 0.7% of the respondent 'least agreed' to the question. Providing both positive and negative feedback to the subordinate on regular basis is the characteristic of Authoritative Leadership style (ICFAI Centre for Management Research, 2004).

Table 5: Cross Tabulation of the Response for question 4

Question 4	Do you determine the end to be reached and leave the choice of means to your subordinate? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	1	0	0	1
40 to 48	0	0	1	4	1	6
33 to 39	0	2	7	5	7	21
25 to 32	2	1	9	25	6	43
24 or less	4	2	13	35	16	70
ALL	6	5	31	69	30	141

49% of the respondents 'reasonably agreed' to the question that the ends are determined by the manager and subordinates choose means to achieve the goals. However, 3.5% of the respondents 'slightly agreed' to the question. This is the characteristic of Authoritative Leadership style (ICFAI Centre for Management Research, 2004).

Table 6: Cross Tabulation of the Response for question 5

Question 5	Do you retain the authority & decision making power with yourself? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	1	0	0	0	1
40 to 48	0	0	0	2	4	6
33 to 39	2	2	6	6	5	21
25 to 32	0	2	11	18	12	43
24 or less	3	6	11	28	22	70
ALL	5	11	28	54	43	141

38% of the respondents 'reasonably agreed' to the question that as leaders: do they retain authority and decision making with themselves. 3.5% of the respondents 'least agreed' with the question. Retaining authority and decision making power with leaders is the quality of Autocratic style of leadership (ICFAI Centre for Management Research, 2004).

Table 7: Cross Tabulation of the Response for question6

Question 6	Do you believe that you are more competent & intelligent than your subordinates? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	1	0	0	0	0	1
40 to 48	0	0	2	2	2	6
33 to 39	1	2	4	5	9	21
25 to 32	1	2	11	16	13	43
24 or less	4	8	18	17	23	70
ALL	7	12	35	40	47	141

33% of the respondents 'most agreed' with the question that whether the leaders believe that they were more competent and intelligent than their subordinates, whereas 4.9% of 'least agreed' with the question. This is the characteristics Autocratic Leadership style(ICFAI Centre for Management Research, 2004).

Table 8: Cross Tabulation of the Response for question 7

Question 7	Do you instruct your subordinates on what to do & how to do on a regular basis? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	1	0	1
40 to 48	0	0	0	2	4	6
33 to 39	0	2	0	9	10	21
25 to 32	0	2	9	13	19	43
24 or less	2	4	13	22	29	70
ALL	2	8	22	47	62	141

44% of the respondents 'most agreed' with the fact that the subordinates need to be told what to do, how to do on a regular basis. 1.4% of the respondent 'least agreed' with the question. This is a characteristic of Autocratic Leadership style (ICFAI Centre for Management Research, 2004).

Table 9: Cross Tabulation of the Response for question 8

Question 8	Do you think controlling the subordinates & proper guidance can change unproductive business practices & convert them to more positive ways of working? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	1	0	0	0	1
40 to 48	0	0	1	3	2	6
33 to 39	0	0	8	2	11	21
25 to 32	0	1	9	14	19	43
24 or less	1	3	4	25	37	70
ALL	1	5	22	44	69	141

49% of the respondents 'most agreed' with the question that the subordinates need to be controlled and guided to do work, whereas, 0.7% 'least agreed' with the question. This is the quality of Autocratic Leadership style (ICFAI Centre for Management Research, 2004).

Table 10: Cross Tabulation of the Response for question 9

Question 9	Do you value individuals & their emotions at work? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	0	1	1
40 to 48	0	0	1	4	1	6
33 to 39	0	1	3	6	11	21
25 to 32	0	0	1	16	26	43
24 or less	1	2	9	24	34	70
ALL	1	3	14	50	73	141

52% of the respondents 'most agreed' with the fact that they valued individuals and their emotions. 0.7% of the respondents 'least agreed' with this question. This is the characteristic of Benevolent Leadership style.

Table 11: Cross Tabulation of the Response for question 10

Question 10	Do you ensure better communication and sharing of ideas to promote trust with the subordinates? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	0	1	1
40 to 48	0	0	0	1	5	6
33 to 39	0	1	1	2	17	21
25 to 32	0	1	2	11	29	43
24 or less	2	0	8	19	41	70
ALL	2	2	11	33	93	141

66% of the respondents 'most agreed' that they ensure better communication and promote trust with the subordinates, whereas, 1.4% of the respondents 'least agreed' with the question. This is a quality of Benevolent Leader (ICFAI Centre for Management Research, 2004).

Table 12: Cross Tabulation of the Response for question 11

Question 11	Do you create a sense of belongingness in your subordinates by spending time with them even after office hours? * Age of respondent					
	Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	0	1	1
40 to 48	0	1	2	0	3	6
33 to 39	0	2	2	9	8	21
25 to 32	1	4	10	11	17	43
24 or less	3	5	16	21	25	70
ALL	4	12	30	41	54	141

A benevolent leader creates a sense of belongingness by spending time after office hours (ICFAI Centre for Management Research, 2004). This statement was ‘most agreed’ by 38% of the respondents and 2.8% of the managers ‘least agreed’ with this question.

Table 13: Cross Tabulation of the Response for question 12

Question 12	Do you motivate your subordinates by providing positive feedback on their day to day efforts and genuinely appreciate their good work? * Age of respondent				
	Cross tabulation				
	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	1	1
40 to 48	0	0	3	3	6
33 to 39	0	2	5	14	21
25 to 32	0	3	11	29	43
24 or less	2	10	29	29	70
ALL	2	15	48	76	141

An important characteristic of Benevolent Leader is that they provide positive feedback to their employees (ICFAI Centre for Management Research, 2004). This question was ‘most agreed’ by 54% of the managers, whereas, 1.4% of the respondents ‘least agreed’ with this question.

Table 14: Cross Tabulation of the Response for question 13

Question 13	Do you help your subordinates to identify their strengths & weakness and align them with their personal goals and career aspirations? *					
	Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	0	1	1
40 to 48	0	1	1	4	0	6
33 to 39	1	1	3	2	14	21
25 to 32	0	0	5	13	25	43
24 or less	0	2	11	30	27	70
ALL	1	4	20	49	67	141

47% of the respondents 'most agreed' with the question that they identify the strength and weakness of their employees and align them with their personal goals and 0.7% of the managers 'least agreed' with the question. This is characteristic of Coaching Leadership style (ICFAI Centre for Management Research, 2004).

Table 15: Cross Tabulation of the Response for question 14

Question 14	Do you take pleasure in giving challenging assignments to your subordinates even it results in delays in accomplishing the task? *					
	Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	1	0	0	1
40 to 48	1	0	2	3	0	6
33 to 39	1	5	3	8	4	21
25 to 32	2	3	12	19	7	43
24 or less	3	5	18	31	13	70
ALL	7	13	36	61	24	141

43% of the respondents 'reasonably agreed' that they give challenging assignments to their employees even if the results get delayed. 5% of the respondent 'least agreed' with the above question. This is the quality of Coaching Leadership Style (ICFAI Centre for Management Research, 2004).

Table 16: Cross Tabulation of the Response for question 15

Question 15	Do you allow your subordinates to experiment? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	0	1	1
40 to 48	0	0	1	3	2	6
33 to 39	0	1	7	6	7	21
25 to 32	1	2	9	19	12	43
24 or less	3	4	23	26	14	70
ALL	4	7	40	54	36	141

38% of the respondents 'reasonably agreed' that they allow their subordinates to experiment, whereas, 2.8% of the managers 'least agreed' with this question. This is the quality of Coaching Leadership Style (ICFAI Centre for Management Research, 2004).

Table 17: Cross Tabulation of the Response for question 16

Question 16	Do you spend much time to coach your subordinates and help them grow? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	0	1	1
40 to 48	0	0	1	3	2	6
33 to 39	1	0	4	9	7	21
25 to 32	0	0	10	16	17	43
24 or less	0	3	12	29	26	70
ALL	1	3	27	57	53	141

40% of the respondent 'reasonably agreed' that they coach their employees and help them to grow. 0.7% of the managers 'least agreed' with this question. This is an important quality of the leader following Coaching Leadership style (ICFAI Centre for Management Research, 2004).

Table 18: Cross Tabulation of the Response for question 17

Question 17	Do you spend time getting ideas from your subordinates & give genuine consideration to their ideas? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	0	1	1
40 to 48	0	0	1	3	2	6
33 to 39	0	0	3	10	8	21
25 to 32	1	1	6	20	15	43
24 or less	0	2	9	28	31	70
ALL	1	3	19	61	57	141

43% of the respondents 'reasonably agreed' that they spent time to get ideas from their subordinates, whereas .01% of the respondents 'least agreed' this question. This is a quality of democratic leader(ICFAI Centre for Management Research, 2004).

Table 19: Cross Tabulation of the Response for question 18

Question 18	Do you bring flexibility & responsibility into the organization by involving subordinates in the decisions that influence the way they work & achieve their goals? * Age of respondent Cross tabulation				
	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	1	1
40 to 48	1	0	3	2	6
33 to 39	1	3	9	8	21
25 to 32	2	7	14	20	43
24 or less	4	7	31	28	70
ALL	8	17	57	59	141

42% of the respondents 'most agreed' with the question that they bring flexibility into the organization by involving subordinates in decision, whereas, 5% of the respondents 'slightly agreed' with the question. This is characteristic of Democratic Leader(ICFAI Centre for Management Research, 2004).

Table 20: Cross Tabulation of the Response for question19

Question 19	Do you boost the morale of the subordinates by listening to them & addressing their concerns? * Age of respondent Cross tabulation				
	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	1	1
40 to 48	1	1	3	1	6
33 to 39	0	3	5	13	21
25 to 32	0	1	13	29	43
24 or less	5	3	33	29	70
ALL	6	8	54	73	141

52% of the respondents 'most agreed' that they boost morale of the subordinates by listening to them and addressing their concern, whereas, 4% of the respondents 'slightly agreed' with the question. This is characteristic of Democratic Leader (ICFAI Centre for Management Research, 2004).

Table 21: Cross Tabulation of the Response for question20

Question 20	Do you postpone crucial decision expecting that the subordinates may come out with inevitable ideas? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	1	0	0	0	1
40 to 48	0	0	3	1	2	6
33 to 39	4	7	3	6	1	21
25 to 32	5	10	15	8	5	43
24 or less	2	8	24	27	9	70
ALL	11	26	45	42	17	141

32% of the respondents 'agreed' that they postpone their decisions so that the subordinates may come out with inevitable ideas whereas, 8% of the respondents 'least agreed' with this question. This is the quality of Democratic Leader (ICFAI Centre for Management Research, 2004).

Table 22: Cross Tabulation of the Response for question21

Question 21	Do you set high performance standard for your subordinates? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	1	0	1
40 to 48	0	0	0	2	4	6
33 to 39	0	2	3	5	11	21
25 to 32	0	0	5	18	20	43
24 or less	1	3	12	28	26	70
ALL	1	5	20	54	61	141

43% of the respondents 'most agreed' with the question that they set high performance standards for their employees whereas, 0.01% of the respondents 'least agreed' with this question. This is characteristic of Pacesetter Leader (ICFAI Centre for Management Research, 2004).

Table 23: Cross Tabulation of the Response for question22

Question 22	Are you passionate about improving quality & increasing productivity and expect the same from your subordinates? * Age of respondent Cross tabulation				
	Least Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	1	0	1
40 to 48	0	0	2	4	6
33 to 39	0	2	6	13	21
25 to 32	0	1	10	32	43
24 or less	2	6	20	42	70
ALL	2	9	39	91	141

64% of the respondents 'most agreed' that they are passionate about improving productivity of their subordinate. 0.01% of the respondents 'least agreed' with this question. This is the quality of Pacesetter Leader (ICFAI Centre for Management Research, 2004).

Table 24: Cross Tabulation of the Response for question23

Question 23	Are you task focused & routinised? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	1	0	0	0	1
40 to 48	0	0	0	1	5	6
33 to 39	0	1	3	6	11	21
25 to 32	0	1	9	19	14	43
24 or less	1	1	6	25	37	70
ALL	1	4	18	51	67	141

47% of the respondents 'most agreed' that they are task focused. 0.01% of the respondents 'least agreed' with the question. This is quality of Pacesetter Leader (ICFAI Centre for Management Research, 2004).

Table 25: Cross Tabulation of the Response for question24

Question 24	Do you intervene in the work whenever you find that the subordinates are lagging behind? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	1	0	1
40 to 48	0	0	0	2	4	6
33 to 39	0	0	1	10	10	21
25 to 32	1	1	4	14	23	43
24 or less	1	0	6	28	35	70
ALL	2	1	11	55	72	141

51% of the respondents 'most agreed' that they intervene in the work when they find that their subordinates are lagging behind. 0.01% of the respondents 'least agreed' with this question. This is the quality of Pacesetter Leader (ICFAI Centre for Management Research, 2004).

Table 26: Cross Tabulation of the Response for question25

Question 25	Do you believe that you have a higher level of knowledge & ability to perform the work better than your subordinates? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	1	0	0	0	0	1
40 to 48	0	0	2	1	3	6
33 to 39	2	4	2	4	9	21
25 to 32	0	1	10	20	12	43
24 or less	3	6	9	35	17	70
ALL	6	11	23	60	41	141

42% of the respondents 'reasonably agreed' that they have higher level of knowledge and skill than their subordinate. 0.04% of the respondents 'least agreed' with the question. This is characteristic of Expert Leader (ICFAI Centre for Management Research, 2004).

Table 27: Cross Tabulation of the Response for question26

Question 26	Do you demonstrate your expertise in front of your subordinates? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	1	0	0	0	1
40 to 48	0	0	1	3	2	6
33 to 39	0	1	3	7	10	21
25 to 32	1	1	4	17	20	43
24 or less	0	4	15	26	25	70
ALL	1	7	23	53	57	141

40% of the respondents 'most agreed' that they demonstrate their expertise in front of their subordinates. .01% of the respondents 'least agreed' with this question. This is quality of Expert Leadership (ICFAI Centre for Management Research, 2004).

Table 28: Cross Tabulation of the Response for question 27

Question 27	Do you believe that subordinates should be manipulated to make them to behave in the way you want? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	1	0	0	0	0	1
40 to 48	2	1	1	1	1	6
33 to 39	4	5	5	5	2	21
25 to 32	9	9	10	9	6	43
24 or less	12	9	16	25	8	70
ALL	28	24	32	40	17	141

28% of the respondents 'reasonably agreed' that the subordinates need to be manipulated to make them behave in the way they want. 20% of the respondents 'least agreed' with this question. This is characteristics of Manipulative Leader (ICFAI Centre for Management Research, 2004).

Table 29: Cross Tabulation of the Response for question28

Question 28	Do you rigidly follow rules, regulations & procedures for the work to be done by your subordinates? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	1	0	0	0	1
40 to 48	0	0	0	4	2	6
33 to 39	0	2	7	7	5	21
25 to 32	2	6	11	12	12	43
24 or less	2	4	14	25	25	70
ALL	4	13	32	48	44	141

34%of the respondents 'reasonably agreed' that they rigidly follow rules, regulations & procedures for the work to be done by their subordinate. 0.03% of the respondents 'least agreed' with the question. This is characteristic of Bureaucratic Leadership (ICFAI Centre for Management Research, 2004).

Table 30: Cross Tabulation of the Response for question29

Question 29	Do you believe that counseling poor performers will help in improving their performances? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	1	0	1
40 to 48	0	0	2	0	4	6
33 to 39	0	1	2	8	10	21
25 to 32	0	0	1	17	25	43
24 or less	1	2	2	24	41	70
ALL	1	3	7	50	80	141

57% of the respondents 'most agreed' with the question that counseling poor performers helps in improving their performance. 0.01% of the respondents 'least agreed' with this question. This is characteristic of Coaching Leadership (ICFAI Centre for Management Research, 2004).

Table 31: Cross Tabulation of the Response for question 30

Question 30	Do you believe that maintain friendly relations with subordinates may lead to laxity and poor performances? * Age of respondent Cross tabulation					
	Least Agreed	Slightly Agreed	Agreed	Reasonably Agreed	Most Agreed	ALL
49 or more	0	0	0	1	0	1
40 to 48	0	1	1	1	3	6
33 to 39	2	4	8	4	3	21
25 to 32	12	8	9	10	4	43
24 or less	4	9	12	25	20	70
ALL	18	22	30	41	30	141

29% of the respondents 'reasonably agreed' that they believe that friendly relation with subordinate may lead to poor performance. 13% 'least agreed' with this question. This is the quality of Autocratic Leader (ICFAI Centre for Management Research, 2004).

Likert's scale for the above questions was coded with score 1 to 5, where 1 was for 'least agreed' and 5 was for 'most agreed'. Using these scores, mean for each leadership style question was calculated. To establish

relationship (independency of the attributes) Chi Square test for independence was used between age bracket and the leadership scores. For conducting Chi square test, hypothesis was formed and Chi square test was done using MINITAB 14 software.

H0: The Leadership Style and age are independent at 95% level of confidence.

H1: The Leadership Style and age are dependent at 95% level of confidence.

Table 32: Chi Square test of Independence between Authoritative Leadership Style and Age

Leadership Style	Critical Value from table alpha .05
Authoritative Pearson Chi-Square = 36.053, DF = 40 Likelihood Ratio Chi-Square = 33.558, DF = 40	55.758

Since, the calculated value for Chi square test (36.053) is less than the tabulated value at .05 Alpha (55.758), therefore the null hypothesis is not rejected. Hence, the sample does not give enough evidence to reject the Null hypothesis, and the alternative hypothesis is rejected. Therefore, it may be concluded that the Authoritative leadership style and age are independent of each other at 95% level of confidence.

Table 33: Chi Square test of Independence between Autocratic Leadership Style and Age

Leadership Style	Critical Value from table alpha .05
Autocratic Pearson Chi-Square = 56.692, DF = 56 Likelihood Ratio Chi-Square = 49.890, DF = 56	74.468

Since, the calculated value for Chi square test (56.692) is less than the tabulated value at .05 Alpha (74.468), therefore, the Null hypothesis is not rejected. Hence, the sample does not give enough evidence to reject the Null hypothesis, thus alternative hypothesis is rejected. Therefore, it may be concluded that the Autocratic leadership style and age are independent of each other at 95% level of confidence.

Table 34: Chi Square test of Independence between Benevolent Leadership Style and Age

Leadership Style	Critical Value from table alpha .05
Benevolent Pearson Chi-Square = 28.612, DF = 40 Likelihood Ratio Chi-Square = 30.459, DF = 40	55.758

Since, the calculated value for chi square test (28.612) is less than the tabulated value at .05 Alpha (55.758), therefore, the Null hypothesis is not rejected. Hence, the sample does not give enough evidence to reject the null hypothesis, thus alternative hypothesis is rejected. Therefore, it may be concluded that the Benevolent leadership style and age are independent of each other at 95% level of confidence.

Table 35: Chi Square test of Independence between Coaching Leadership Style and Age

Leadership Style	Critical Value from table alpha .05
Coaching Pearson Chi-Square = 60.807, DF = 52 Likelihood Ratio Chi-Square = 53.846, DF = 52	69.832

Since, the calculated value for Chi square test (60.807) is less than the tabulated value at 0.05 Alpha (69.832), therefore the null hypothesis is not rejected. Hence, the sample does not give enough evidence to reject the null hypothesis, and the alternative hypothesis is rejected. Therefore, it may be concluded that the Coaching leadership style and age are independent of each other at 95% level of confidence.

Table 36: Chi Square test of Independence between Democratic Leadership Style and Age

Leadership Style	Critical Value from table alpha .05
Democratic Pearson Chi-Square = 48.805, DF = 44 Likelihood Ratio Chi-Square = 42.160, DF = 44	60.481

Since, the calculated value for Chi square test (48.805) is less than the tabulated value at .05 Alpha (60.481), therefore, the Null hypothesis is not rejected. Hence, the sample does not give enough evidence to reject the null hypothesis, and the alternative hypothesis is rejected. Therefore, it may be concluded that the Democratic leadership style and age are independent of each other at 95% level of confidence.

Table 37: Chi Square test of Independence between Pacesetter Leadership Style and Age

Leadership Style	Critical Value from table alpha .05
Pacesetter Pearson Chi-Square = 42.526, DF = 40 Likelihood Ratio Chi-Square = 35.655, DF = 40	55.758

Since, the calculated value for Chi square test (42.526) is less than the tabulated value at .05 Alpha (55.758), therefore the null hypothesis is not rejected. Hence, the sample does not give enough evidence to reject the null hypothesis, and the alternative hypothesis is rejected. Therefore, it may be concluded that the Pacesetter leadership style and age are independent of each other at 95% level of confidence.

Table 38: Chi Square test of Independence between Expert Leadership Style and Age

Leadership Style	Critical Value from table alpha .05
Expert Pearson Chi-Square = 93.371, DF = 28 Likelihood Ratio Chi-Square = 33.452, DF = 28	41.337

Since, the calculated value for Chi square test (93.371) is more than the tabulated value at .05 Alpha (41.337), therefore, the Null hypothesis is rejected. Hence, the sample gives enough evidence to reject the null hypothesis, and the alternative hypothesis is not rejected. Therefore, it may be concluded that the Expert leadership style and age are dependent of each other at 95% level of confidence.

Table 39: Chi Square test of Independence between Manipulative Leadership Style and Age

Leadership Style	Critical Value from table alpha .05
Manipulative Pearson Chi-Square = 9.641, DF = 16 Likelihood Ratio Chi-Square = 8.777, DF = 16	26.296

Since, the calculated value for Chi square test (9.641) is less than the tabulated value at .05 Alpha (26.296), therefore the null hypothesis is not rejected. Hence, the sample does not give enough evidence to reject the null hypothesis, and the alternative hypothesis is rejected. Therefore, it may be concluded that the Manipulative leadership style and age are independent of each other at 95% level of confidence.

Table 40: Chi Square test of Independence between Bureaucratic Leadership Style and Age

Leadership Style	Critical Value from table alpha .05
Bureaucratic Pearson Chi-Square = 19.830, DF = 16 Likelihood Ratio Chi-Square = 16.859, DF = 16	26.296

Since, the calculated value for Chi square test (19.830) is less than the tabulated value at .05 Alpha (26.296), therefore, the null hypothesis is not rejected. Hence, the sample does not give enough evidence to reject the Null hypothesis, thus alternative hypothesis is rejected. Therefore, it may be concluded that the Bureaucratic leadership style and age are independent of each other at 95% level of confidence.

The hypothesis testing was done for different leadership styles which include: Authoritative, Autocratic, Benevolent, Coaching, Democratic, Expert, Pacesetter, Manipulative and Bureaucratic. The above leadership styles do not depend on the age of the respondent except for the Expert Leadership Style. Null Hypothesis for Expert Leadership Style was rejected.

The result of the present study is contrary to the results of the study done by Oshagbemi (2004), where he mentioned that the UK managers have significant difference in their consultative and participative leadership style. According to Oshagbemi (2004), older managers practice more of participative leadership style and consult their employees as compared to younger managers. However, in the present study, all the leadership styles except expert leadership style do not significantly differ with age.

4.0 CONCLUSION

As per the above results it may be concluded that leadership style of the manager in hospitality industry does not depend on his/her age except for the Expert Leadership Style. This suggests that leadership styles are not confined to age of a leader except for the Expert Leadership Style. The same person may show characteristics of different leadership styles depending on the situation he or she is in.

In hotel industry, chefs, housekeepers, food and beverage service personnel and front desk staff have skill-oriented work profile. Therefore, it is possible that the managers in these departments showcase their expertise and lead the subordinates by Expert Leadership Style.

Limitations of the study:

There were few constraints in getting the results for the study. These include variation in collection of the questionnaire, a lack of interest shown by managers who are above 49 years of age in filling up the questionnaire resulting in a very small sample size for their age. Even when the questionnaire was filled, there was reluctance on the part of the respondents for reading and understanding the questions before giving the response.

This study may be used by training managers in formulating training programs for their managers in the hotels. The present study will be helpful for the human resource department in the recruitment of the managers at different levels.

This study may be a base for further studies like dependency of leadership style on other demographic profile of the managers.

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