

ST. MARY'S UNIVERSITY
FUCULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT

**AN ASSESSMENT OF LEADERSHIP
PRACTICES IN RADISSON BLU HOTEL**

BY

ZERFU ERTIBAN

JUNE, 2014

SMU

ADDIS ABABA

LEADERSHIP PRACTICES IN
RADISSON BLU HOTEL

BY

ZERFU ERTIBAN

A SENIOR ESSAY SUBMITTED TO
THE DEPARTMENT OF MANAGEMENT
BUSINESS FACULTY
ST. MARY 'S UNIVERSITY

IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR DEGREE OF BACHELOR
OF ARTS IN MANAGEMENT

JUNE, 2014

SMU

ADDIS ABABA

**ST. MARY 'S UNIVERSITY
LEADERSHIP PRACTICES IN
RADISSON BLU HOTEL**

BY

ZERFU ERTIBAN

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

APPROVED BY THE COMMITTEE OF EXAMINERS

Department Head

Signature

Advisor

Signature

Internal Examiner

Signature

External Examiner

Signature

ACKNOWLEDGEMENTS

I would like to thank my Almighty God for all of his non-substitutable support in fulfilling this paper.

I am so grateful in crediting my advisor, Ato Zelalem Tadesse, in his indefatigable and unparalleled contribution in giving positive and constructive criticism as well as valuable recommendations for the realization of this research paper.

Table of Contents

Contents	Page
Acknowledgments.....	i
Table of Contents.....	ii
List of tables	v
Chapter One – Introduction	
1.1. Background of the study.....	1
1.2. Statement of the problem	2
1.3. Research questions	3
1.4. Objective of the study	4
1.4.1. The general objective	4
1.4.2. Specific Objectives	4
1.5. Significance of study	4
1.6. Delimitation of the study	4
1.7. Research design and methodology	5
1.7.1. Research design	5
1.7.2. Population and sampling techniques	5
1.7.3. method of data collection	6
1.7.4. method of data analysis	6
1.8. Limitation of the study	6
1.9. Organization of the study	6
Chapter Two – Review of Related literature	
2.1. Definition of leader ship	7
2.2 Core leadership Theories	8
2.3 The four core Theory groups	9
2.4 Leadership styles	12

2.5. Top 10 qualities that make a great leader	14
2.6 Impact of leadership on productivity	20
2.7 The challenges of leadership	21

Chapter Three – Data presentation, Analysis and Interpretation

3.1. Personal data	24
3.2. Analysis of finding of the study	25

Chapter Four – Summary, Conclusion and Recommendation

4.1. Summary	35
4.2. Conclusions	36
4.3. Recommendations	36

Bibliography

Appendix

List of Tables

Table 1: General Characteristics of the Respondents	26
Table 2: Competency of Immediate Supervisor	27
Table 3: Relationship between Leader and follower	28
Table 4: Leaders Treatment their Followers	28
Table 5: Employee Participation in meeting.....	29
Table 6: Interest of employees towards their job.....	30
Table 7: Respondent’s view on the extent to which leaders initiate their followers	30
Table 8: Degree of leaders’ ability to understand their followers	31
Table 9: The leadership style implemented in the organization.....	32
Table 10: Behaviors of leader/ Supervisor	33
Table 11: Leaders ability in resolving conflict between staff and management	35
Table 12: Leader Making Employee a Sense of Job Security	36

Chapter One

Introduction

1.1 Background of the Study

Leadership is the critical and essential thing for the success and achievement of the organization. It is an illusion to think about the effectiveness of an organization without having influential, inspirational and motivational leaders. The success or failure of an organization depends on the quality of leadership. For any types of organization leaders are the one who are highly responsible to influence a group activity towards the accomplishment of goals in a given situation, kumar(2003:571). In addition to this, leaders are the one who provide direction guidance, restore confidence and makes way easy to achieve the objectives, conger (1992:104)

According to an idea from the student researcher, a committed and vibrant leader leads its people to the right direction in times of difficulties. .And also consider by its followers as an emblem for their good fortune and achievements. A good leadership is the life and soul of an organization which gives breath to the firm. The leader can be served as an engine which drives people safely in a comfort zone towards fulfillment ,George Binney(1999:117)

Generally speaking, leadership is a process whereby an individual influences a group of individual to achieve a common goal, Northouse (2001:87). The above mentioned core point initiates me to assess the leadership practices in Redisson Blu Hotel Addis Ababa. If a leader influences its followers, it is quite easy to fly high the flag of Radisson Blu on the sky of global hospitality.

Radisson Blu Hotel is a newly emerged five star property which is located around Kazanchis. The Hotel is now giving an impeccable and unparalleled service for local and foreigners. It is a three years old property which is managed by Rezidor group. The head office is located in Belgium, Brussels and it is the first Radisson Brand in Ethiopia.

1.2 Statement of the Problem

According to Szilagui (2003:306) argue that “Leadership is the relationship between two or more people in which one attempts to influence the other toward the accomplishment of some goals.” It refers to the relationship between two or more persons. This relationship has power base to influence others. The behavior of a leader it means that the follower has accepted the power base of the leader.

Leadership is an important component of management because it has a capacity to influence others in order to attain the specific objective. Furthermore, Allio (2003:11) argued that leadership maintains a symbiotic relationship with their followers. Their persons and actions cause followers to behave in certain ways, while followers in turn induce certain behavior in leaders.

As far as the student research is based in Hospitality industry, which is very sensitive industry. Problems should be solved to satisfy customers. The benefit is for employee, employer and the government at large in creating positive image of the nation and collecting foreign currency by attracting foreigners and locals.

“Leadership is an influence, nothing more, nothing less,” John Maxurly (1998:203). As the organization is established for profit, and the profit level is highly depending on employees. Therefore, it is a must to have an influential leader to inspire staffs, to achieve the stated goal. The organization must give

due attention for human elements, they are ultimate success partners. The best leadership practice should be implemented to inspire, influence, direct motivate and lead employees in order to strive together in organization goals.

Preliminary assessment and informal discussion was conducted with some staff members. The student researcher noticed that there is some problem in Radussion Blu Hotel in regarding to leadership:

1. There is a problem of delegation of authorities.
2. The student researcher also witnessed that the leader cannot inspire, influence and motivate staffs.
3. Promotion, reward and salary increments are not undertaking in a convincing and clear way.

By considering the above mentioned burning issues the student researcher is forced to assess and indicate a solution for the problem

1.3 Research Questions

The basic research questions are listed as follows:

1. To what extent employees are inspired by the current leadership styles?
2. How leadership styles influence employee productivity?
3. What are leader's qualities in influencing employees to achieve organization goals?
4. To what extent employees are feeling a sense of job security and belongingness in the organization?

1.4 Objective of the study

1.4.1 The General Objective

The general objective of the study is to investigate leadership practice and challenges in Radission Blu Hotel.

1.4.2 Specific Objectives

The specific Objectives are:-

1. To describe leadership methods which employee prefers
2. To evaluate how leaders inspire their staff.
3. To investigate the skills of leaders in different departments.
4. To mention leaders transparency and equitability to employees

1.5 Significance of the Study

This study was mainly focused on the Leadership Practices in Radisson Blu Hotel. This study has different contributions.

- **To the organization:-**The important of the research is is useful to the organization to see the gap of the leaders and easily understand their problems and then can make different alternatives to solve their problems.
- **To other researchers:-**It supports students to learn more from the study and can be a base to other researchers who would like to study the same issue in wider range.
- **To individual researcher:-**The research will show the student researcher how to make a research.

1.6 Delimitation of the study

Area:- My research was delimited to Radisson Blu Hotel Addis Ababa only.

Population:- It was difficult to address the whole population, as a result the student researcher is forced to take 30% of the population.

Time:- As far as the Hotel is recently opened, it is so difficult to get diversified information before 3 years. Some information's & suggestions are time limited & immature.

1.7 Research Design and Methodology

1.7.1 Research Design

The research type used was descriptive. This enabled the student researcher to assess leadership practice in Raddisn Blu Hotel.

1.7.2 Population and Sampling Techniques

This study conducted in about 300 employees. It was difficult to address the whole population, and the student researcher took for the research about 30% of the population, i.e 90 employees. It was made by stratified sampling technique. The strata was divided in to two groups based on their hierarchy. These were supervisors and line staffs .The student researcher selected from each strata by using simple random technique

No	Section	Population	Considered Sample Size
1	Supervisors	30	9
2	Line staffs	270	81
	Total	300	90

1.7.3 Types of Data Collected

For this research the student researcher used both primary and secondary data. Primary data was gathered by questionnaires.

And secondary data was gathered through review of company published and unpublished documents, staff manuals and books magazines and news papers containing company profiles.

1.7.4 Method of Data collection

The student researcher was used questionnaires. The questionnaires included both closed- ended and open – ended questions. The open ended questions helped to find more information which cannot be obtained from closed ended questions, and enabled the respondents to express their views freely.

1.7.5 Method of Data Analysis

In order to analysis and interpret raw facts obtained from respondents through questionnaires. The student researcher used both qualitative and quantitative methods. Qualitative methods used to describe qualitative data in logical manner i.e data expressed by a non-numerical property like competency of supervisors, ability of leaders and employee satisfaction, where as quantitative method use to interpret the facts by supporting percentage and tabulation such as work experience, age of employees, number and percentage of employees rated in each questionnaire.

1.8 Limitation of the study

The student researcher had a fear that the respondents were not filled the questionnaires confidently and wholeheartedly. It is because they might think that evaluating their leader might cause some threats in their job security. I overcome the fear of employees by saying, "It is not necessary in writing your name and I will keep it top confidential and the questionnaire that you feel is for the purpose of the research work only. And I will not

reveal for any body inside or outside the organization.” Finally ,I convinced them and they cooperated me to did that,

1.9 Organization of the study

These studies contained four chapters. Chapter one included different sub parts like background of the study, statement of the problem, research questions, and objective of the study. Limitation of the study, research design and methodology, delimitation of the study and organization of the study, Chapter two included review of related literature; chapter three contained data presentation, analysis and interpretation. And finally chapter four included conclusion & recommendation.

Chapter Two

Review of Related Literature

2.1 Definition of Leadership

According to Dinvedi (2004:463) leadership is the process of influencing other individual to mobilize and direct their effort towards certain goals, and to accomplish the goal through them. In the word of Sekaran (1998:180) leadership is considered as the process of influencing people to get goals done effectively over a sustained period of time. Leaders carry out this process by applying their leadership attributes such as values, beliefs, ethics, character, knowledge and skills. Furthermore, Mamore and Gabkor (2004:690) argue that leadership is the ability to cause other to follows willingly, usually in initiating change. The ability to cause others to follow far a common goal is one sure way of recognizing leadership. Leaders initiate change either by making decisions or by encouraging other to make them.

Leadership is that process in which one person sets the purpose or direction for one or more other persons and gates them to move along together with him or her and which each other in that direction with competence and full commitment (Kim, 1998).

Leadership is a social process in which one individual influences the behavior is a social process in which one individual influences the behavior of others without the use of threat or violence (Georg Binney: 1999).

Leadership is the ability if a superior to influence the behavior of a subordinate of group and a superior to influence the behavior of a subordinate or group and persuade them to follow a particular course of action (Dinivedi K, 2001)

Leadership is the art to of influencing and direction people in such a way what will their obedience, confidence respect and loyal cooperation in achieving common objectives (Sakaran, 2000)

2.2 Core Leadership Theories

Learning the foundations of Leadership

According to Singapore productivity association 2010, there are four core leadership theories.

Why are some leaders successful while others fail?

The truth is that there is no magic combination of characteristics that makes a leader successful. And different characteristics matter in different circumstances.

This doesn't mean, whoever, that you can't learn to be an effective leader.

You just need to understand the various approaches to leadership, so that you can use the right approach of your own situation.

One way of doing this is to learn about the core leadership theories that provide the backbone of our current understanding of leadership.

Since the early 20th century, four main groups of theories have emerged. We look at these core leadership theories in this article.

The Four Core Theory Groups

Let's look at each of the four core groups of theory, and explore some of the tools and models that apply with each.(keep in mind that there are many other theories out there)

1. Trait Theories- What Type of person makes a Good Leader?

Trait theories argue that effective leaders share a number of common personality characteristics, or traits.

Early trait theories said that leadership is an innate, instinctive quality that you do or don't have. Thankfully, we've moved on from this idea, and we're learning more about what we can do to develop leadership qualities within ourselves and others.

Trait theories help us identify traits and qualities (for example, integrity, empathy, assertiveness, good decision making skills, and likability) that are helpful when leading others.

However, none of these traits or any specific combination of them will guarantee success as a leader.

Traits are external behaviors that emerge from the things going on within our minds- and it's these internal beliefs and processes that are helpful when leading others.

However, none of these traits, or any specific combination of them, will guarantee success as a leader.

Traits are external behaviors that emerge from the things going on within our minds- and it's these internal beliefs and processes that are important for effective leadership.

2. Behaviors Theories- What does a Good Leader Do?

Behavioral theories focus on how leaders behave. For instance, do leaders dictate what needs to be done and exact cooperation? Or do they involve their teams in decision - making to encourage acceptance and support?

In the 1930s Kurt Lewin developed a framework based on a leader's behavior. He argued that there are three types of leaders

A. Autocratic leaders:- make decision without consulting their teams. This style of leadership is considered appropriate when decisions need to be making quickly, when there's for a successful outcome.

B. Democratic Leaders:- allow the team to provide input before making a decision , although the degree of degree of input can vary from leader to leader. This style is important when team agreement matters, but it can be difficult to manage when there are lots of different perspectives and ideas.

C. Laissez- faire Leaders: don't interfere, they allow people within the team to make many of the decisions. This works well when the team is highly capable, is motivated, and doesn't need close supervision. However, this behavior can arise because the leader is lazy or distracted, and this is where this style of leadership can fail .

Clearly, how leaders behave affects their performance. Researchers have realized, though, that many of these leadership behaviors are appropriate at different times. The best leaders are those who can use many different behavioral styles. And choose the right style for each situation.

3. Contingency Theories- How does the situation Influence Good leadership?

The realization that there is no one correct type of leader led to theories that the best leadership style depends on the situation. These theories try to predict which style is best in which circumstance.

For instance, when you need to make quick decisions, which style is best? When you need the full support of your team, is there a more effective way to

lead? Should a leader be more people-oriented or task-oriented? These are all questions that contingency leadership theories try to address.

The heresy- Blanchard situation Leadership Theory is a popular contingency-based leadership framework, which links leadership style with the maturity of individual members of the leader's team. Other contingency-based models include House's Path – Goal Theory and Fielder's contingency Model.

4. Power and influence Theories

What is the source of the leader's power?

Power and influence theories of leadership take an entirely different approach- these are based in the different ways that leaders use power and influence to get things done, and look at the leadership style that emerge as a result.

Perhaps the best-known of these theories is French and Reeve's five forms of power. This model highlights three types of positional power- legitimate, reward, and coercive – and two sources of personal power – expert and referent (Your person's appeal and charm). The model suggests that using personal power is the better alternative, and that you should work on building expert power (the power that comes with being a real expert in the job) because this is the most legitimate source of personal power.

Another leadership style that uses power and influence is transactional leadership. This approach assumes that people do things for reward and for no reason. Therefore, it focuses on designing tasks and reward structures, while this may not be the most appealing leadership strategy in terms of building relationships and developing a highly motivating work environment,

it often works, and leaders on most organizations use it on a daily basis to get things done.

Similarly, leading by example is another highly effective way of influencing your team.

2.3 Leadership styles

According to the personal research board of the Ohio University (2003:701) there are five leadership styles.

Different types of leadership styles exist in world environments. Advantages and disadvantages exist within each leadership style. The culture and goals of an organization determine which leadership style fits the firm best. Some companies offer several leadership styles within the organization, dependent upon the necessary tasks to complete and departmental needs.

A. Laissez- Faire

A laissez- faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision. Highly experienced and trained employees requiring little supervision fall under the laissez- faire leadership style. However, not all employees possess those characteristics. This leadership's style hinders the production of employees needing supervision. The laissez- faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs.

B. Autocratic

The autocracy leadership style allows manager to make decision alone without the input of others. Manager's possess total authority and impose their will on employees. No one challenges the decision of autocrat's leaders.

Countries such as Cuba and North Korea operate under the autocratic leadership style. This leadership style benefits employees who require close supervision. Creative employees who thrive in group functions detest this leadership style.

C. Participative.

Often called the democratic leadership style, participative leadership values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader. Participative leadership boosts employee's moral because employees make contribution to the decision-making process. It causes them to feel as if their opinions matter. When a company needs to make changes within the organization, the participative leadership style helps employees accept changes easily because they play a role in the process. This style meets challenges when companies need to make a decision in a short period.

D. Transactional

Managers using the transactional leadership style receive certain tasks to perform and provide rewards or punishment to team members based on performance results. Managers and team members set predetermined goals together, and employees agree to follow the direction and leadership of the manager to accomplish those goals. Employees receive rewards such as bonuses, when they accomplish goals.

E. Transformational

The transformational leadership style deepened on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. This style of leadership requires the involvement of

management to meet goals. Leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals.

2.4 Top 10 Qualities That Make a Great Leader

According to Chris Ernst (1998), there are 10 qualities that make a great leader.

Having a Great idea and assembling a team to bring that concept to life is the first step in creating a successful business venture. While finding a new and unique idea is rare enough; the ability to successfully execute this idea is what separates the dreamers from the entrepreneurs. However you see yourself, whatever your age may be, as soon as you make that executing first hire, you have taken the first steps in becoming a powerful leader. When money is tight, stress levels are high, and the visions of instant success don't happen like you thought, it's easy to let those emotions get to you, and thereby your team. Take a breath, calm yourself down, and remind yourself of the leader you are and would like to become. Here are some key qualities that every good leader should possess, and learn to emphasize.

A. Honesty

Whatever ethical plane you hold yourself to, when you are responsible for a team of people, it's important to raise the bar even higher. Your business and its employees are a reflection of yourself, and if you make honest and ethical behavior a key value, your team will follow suit.

B. Ability to Delegate

Finessing your brand vision is essential to creating an organized and efficient business, but if you don't learn to trust your team with that vision, you might never progress to the next stage. It's important to remember that trusting your team with your idea is a sign of strength, not weakness.

Delegating tasks to the appropriate departments is one of the most important skills you can develop as your business grows. The emails and tasks will begin to pile up, and the more you stretch yourself thin, the lower the quality of your work will become, and the less you will produce.

C. Communication

Knowing what you want accomplished may seem clear in your head, but if you try to explain it to someone else and are met with a blank expression, you know there is a problem. If this has been your experience, then you may want to focus on honing your communication skills. Being able to clearly and succinctly describe what you want done is extremely important. If you can't relate your vision to your team, you won't all be working towards the same goal.

Training new members and creating a predictive work environment all depend on healthy lines of communications. Whether that means an open door policy to your office, or making it a point to talk to your staff on a daily basis, making yourself available to discuss interoffice issues is vital. Your team will learn to trust and depend on you, and will be less hesitant to work harder.

D. Sense of Humor

If your website crashes, you lose that major client, or your funding dries up, guiding your team through the processes without panicking is as challenging as it is important. Morale is linked to productivity, and it's your job as the team leader to instill a positive energy. That's where your sense of humor will finally pay off. Encourage your team to laugh at the mistakes instead of crying. If you are constantly learning to find the humor in the struggles, your work environment will become a happy and healthy space,

were your employees look forward to working in, rather than dread king it. Make it a point to crack jokes with your team and encourage personal discussions of weekend plans and trips. It's these short breaks from the task at hand that help keep productivity levels high and morale even higher.

E. Confidence

There may be days were thaw future of your brand is worrisome and thing aren't going according to plan. This is throwing with any business, large or small, and the most important thing is not to panic. Part of your job as a leader is to put our fires and maintains the team morale. Keep up your confidence level, and assure everyone that setbacks are natural and the leader, by staying calm and confident, you will help keep the team feeling thaw same. Remember, your team will take cues from you, so if you exclude a level of calm damage control, your team will pick up on that feeling. The key objective is to keep everyone working and moving ahead.

F. Commitment

If you expect your team to work hard and produce quality content, you're going to need to lead by example. There is no greater motivation than seeing the boss down in the trenches working alongside everyone else, showing that hard work is being done on every level. By providing your commitment to the brand and your role, you will not only earn the respect of your team, but will also instill that same hardworking energy among, your staff. It's important to show your commitment not only to the work at hand, but also to your promises. If you pledged to host a holiday party, or uphold summer Fridays, keep your work. You want to create a reputation for not just working hard, but also are known as a fair leader. Once you have gained the respect of

your team, they are more likely to deliver the peak amount of quality work possible.

G. Positive Attitude

You want to keep your team motivated towards the continued success of the company, and keep the energy levels up. Whether that means providing snacks, coffee, relationship advice, or even just an occasional beer in the office, remember that everyone on your team is a person keep the office mood a fine balance between productivity and playfulness.

If you team is feeling happy and upbeat, chances are they won't mind staying that extra hour to finish a report, or devoting their best work to the brand.

H. Creativity

Some decisions will not always be clear-cut. You may be forced at times to deviate from your set courts and make an on the fly decision. These are where your creativity will prove to be vital. It is during these critical situations that your team will look to you for guidance and you may be forced to make a quick decision. As a leader, it's important to learn to think outside the box and to choose which of two bad choices the best option is. Don't immediately choose the first of easiest possibility; sometimes it's best to give these issues some thought, and even turn to your team for guidance. By utilizing all possible options before making a rash decision, you can typically reach the end conclusion you were aiming for.

I. Intuition

When leading a team through uncharted waters, there are no roadmap on what to do. Everything is uncertain and the higher the risk, the higher the

pressure. That is where your natural intuition has to kick in. Gilding your team through the process of your day –to –day task can be honed down to a science. But even something unexpected occurs, or you for are thrown into a new scenario, your team will look to you guidance. Drawing on past experience is a good reflex, as is reaching out to your mentors for support. Eventually though, the tough decisions will be up to you to decide are you will need to depend on your gut instinct for answers. Learning to rust yourself is as important as your team learning to trust you.

J. Ability to Inspire

Creating a business often involves bait of forecasting. Especially in the beginning stages of a startup, inspiring your team to see the vision of the successes to come is vital. Make your team feel invested in the accomplishments of the company. Whether everyone owns a piece of equity, or you operate on a bonus system, generating enthusiasm for the hard work you are all outing in is so important. Being able to inspire your team is great for focusing on the future goals, but It is also important for the current issues when you are all mired deep in work, morale is low, and energy levels are fading, recognize that everyone needs a break now and then. Commend the team on each of their efforts. It is your job to keep spirits up and that begins with an appreciation for the hard work.

To sum up, a leadership must have a dynamic personality not necessarily as a strong body, a good height, a beautiful complexion, a fine nose, a sharp and lustrous eye, a broad chest, a muscular body but something much more important character, intellectual attainments, striking features and special traits as a powerful voice, a sweet and amiable deposition, a modest and unassuming temperament, and knowledge of how to deal with his followers.

2.5. Impact of Leadership on productivity

Leadership undeniably affects organization performance, in particular employee outcomes. Job satisfaction, productivity and organizational commitment are affected by leadership behaviors. Leaders, apart from theory actions and personal influence, should be empowered to make the critical decisions and keep operations running smoothly and effectively. They also need to constantly keep themselves up to date with the current affairs and situations. It is critical for leaders to be aware and able to identify the new emerging markets, which may present new business opportunities that they could consider venturing into (Satish Mehra, 1999).

In summary, this study identifies critical factors that are potentially fatal to productivity improvement program. The lack of top management support, coordination among functions and organizational communication in combination with project planning, training, and employee relationships form a formwork that discourage success in productivity projects at all levels of the organization

2.6 THE CHALLENGES OF LEADERSHIP

Being a leader is in itself a challenge. The challenges of leadership are really of three kinds: external coming from people and situations: internal, stemming from within the leader himself: and those arising from the nature of the leadership role(KimTurnbull,1998)

A.EXTERNALCHALLENGES

it's almost impossible a situation where a leader doesn't have to cope with external challenges. In an organization, such issues as lack of funding and other resources, opposition from forces in the community, and interpersonal problems within the organization often rear their heads. Social, economic, and political forces in the larger world can affect the organization as well. To

some extent, the measure of any leader is how well he can deal with the constant succession of crises and minor annoyances that threaten the mission of his group. If he is able to solve problems, take advantage of opportunities, and resolve conflict with an air of calm and a minimum of fuss, most of the external issues are hardly noticeable to anyone else.

If the leader doesn't handle external challenges well, the organization probably won't either. We've all seen examples of this, in organizations where everyone, from the director to the custodian, has a constantly worried look, and news is passed in whispers. When people feel that leaders are stressed or unsure, they themselves become stressed or unsure as well, and the emphasis of the group moves from its mission to the current worrisome situation. The work of the group suffers.

B. INTERNAL CHALLENGES

while leadership presents to each of us the opportunity to demonstrate the best of what we are, it also exposes our limitations. In many cases, good leaders have to overcome those limitations in order to transmit and follow their vision. Fear, lack of confidence, insecurity, impatience, intolerance /all can act as barriers to leadership. At the same time, acknowledging and overcoming them can turn a mediocre leader in to a great one.

It's often very difficult for people, especially those who see themselves as leaders, to admit that they might have personality traits or personal characteristics that interfere with their ability to reach their goals. Part of good leadership is learning to accept the reality of those traits, and working to change them so they don't get in the way.

Sometimes, what seems to be an advantage may present a challenge as well? A leader who's extremely decisive may alienate followers by never consulting them, or by consistently ignoring their advice. A leader who's terrific at

developing relationships with others in the organization may be unable to tell some ones when she's not doing her job. Some characteristics can be double-edged swords, positive in some circumstances and negative in others. The real challenge is in knowing the difference, and adapting your behavior accordingly.

C. CHALLENGES ARISING FROM LEADERSHIP ITSELF

Real leadership makes great demands on people. As a leader, you are responsible for your group's vision and mission, for upholding a standard, often for being the group's representative to the rest of the world and its protector as well. These responsibilities might be shared, but in most organizations, one person takes the largest part of the burden.

In addition to its responsibilities, leadership brings such challenges as motivating people often without seeming to do so and keeping them from stagnating when they're doing well. Leaders also have to motivate themselves, and not just to seem, but actually to be, enthusiastic about what they're doing. They have to be aware of serving their group and its members and all that entails. In other words, they have to be leaders all the time.

2.7. Positive and Negative Leaders

Mamore and Gabkor (2004:694) argue that leaders may also be classified into positive and negative.

Positive leader:- is one who motivates people by increasing their satisfaction. He tries to enable them their mind and idea may be involved in its personnel why a job must be involved in its performance. Positive leadership gets plus values in an organization, when people are led by their

leaders for the accomplishment of group tasks. A positive leader exercise power through the people instead of power over the people by the exercise of his leadership, he arouses the enthusiasm of the individual members of an organization to strive willingly and offer the maximum cooperation in the accomplishment of group objective.

Negative leaders:- On the other hand are those who motivate their subordinates through fear and insecurity. Such leaders are dominating and pose as very superior beings. To get work done, they hold out threats to them in the presence of others. They make a show of authority in the false belief that it would frighten everyone into productivity. They are bosses rather than leaders. Their overall view point is negative because they believe that people need to be forced to be cooperative and productive, and they naturally want to be so.

CHAPTER THREE

Data Presentation, Analysis and Interpretation

This chapter deals with data presentation analysis and interpretation gathered through questionnaires distributed to employees. The sampling

technique was stratified sampling. It is concerned to investigate leadership practices & its challenges in Radisson Blu Hotel. After questionnaire is distributed to 90 employees only 80 of the respondents were given their information and returned the questionnaire. Fortunately all respondents returned the paper and gave full information. From those who did not return, three were from supervisors and seven were from line staffs. Their reason was they were too busy and unable to filled the questionnaire .And two of them from line staff were going for annual leave.

Table 1: General Characteristics of the Respondents

No	Item	Frequency	Percentage
1	Sex		
	Female	45	56.25
	Male	35	43.75
	Total	80	100
2	Age		
	Below 20	0	0
	20-30	50	62.5
	31-40	20	16.25
	Above 40	10	12.5
	Total	80	100
3	Educational Qualification		
	12 th completed	5	6.25
	Certificate	35	43.75
	Diploma	30	37.5
	BA/Bsc degree	10	12.5
	Other	0	0
	Total	80	100
4	Work Experience		
	Less than 3 years	80	100
	3-6 years	0	0
	7-8 years	0	0
	9 years and above	0	0
	Total	80	100%

From table 1 of item no 1, in regard to sex distribution 45(56.25%) were females and 35(43.75%) were males. This clearly indicates there is more number of females than males. This highlights that there is female encouragement in the company.

And from table1 of item no 2, the age distribution is indicated. 0(0%) were below 20, 50(62.5%) were between 20-30, 20(25%) were between 31-40 and 10(12.5%) were above 40. This states that the majority of the employees are in the range of working age. The company is full of young & energized staff.

And also from table1 of item no 3, their educational qualification seemed as follow. 5(6.25%) were 12th completed, 35(43.75) were certificate holders 30(37.5%) were having diploma and 10(12.5%) of theme were 1st degree holders. Form this data, the student researcher can indicate there are much certificate & diploma holders,

And finally from table 1 of item no 4, the work experience of the respondents in the organization are indicated .80(100%) of them have less than 3 years of experience. This is because the organization is new and only has 3 years of age.

3.2 Analysis of finding of the study.

Table 2: Competency of Immediate Supervisor.

Item	Alternatives.	No of respondents	%
Your supervisor is competent enough to lead.	Strongly Agree	11	13.75
	Agree	40	50
	Neutral	7	8.75
	Disagree	19	23.75
	Strong Disagree	3	3.75
Total		80	100

From this date, 11 (13.75%) responded strongly agree 40(50%) of them were chosen agree, as the same time 7(8.75%) of the respondents answered neutral, 19(23.75%) responded disagree and finally 3(3.75%) indicated strongly disagree. As a result half of the respondent was satisfied by their supervision’s ability to lead. Some respondents are not satisfied with the competency of their supervisor.

Table 3: Relationship between Leader and follower.

Item	Alternatives.	No of respondents	%
There is healthy relationship between the leaders and followers at different level of the organization.	Strongly agree	3	3.75
	agree	13	16.25
	neutral	43	53.75
	disagree	18	22.50
	strongly disagree	5	6.25.
Total		80	100%

As it is indicated from table 3 above, 3(3.75%) pointed strongly agree, 13(16.25%) indicated Agree, 43 (53.75%) chosen neutral, 18(22.5%) and 5(6.25%) chosen disagree and strongly disagree respectively. The student researcher can indicate based on the data that the majority of the respondents believed that there is no healthy relationship between the leader and followers. As a result it is difficult to achieve the desired goal without having a healthy relationship.

Table 4: Leaders Treatment their Followers.

Item	Alternatives.	No	%
To what extent are the leaders at different levels at organization fair in giving equal treatment to their followers?	Very great extent	-	0
	To a great extent	11	13.75
	To some extent	47	58.75
	To less extent	16	20
	To a very less extent	6	7.5
Total		80	100%

As it is revealed from table 4, no one is chosen the alternative very great extent. 11,(13.75%) and 47(58.75%) were indicated to a great extent and to some extent respectively, while 16(20%) of them rated to less extent and the rest of them i.e 6(7.5%) of them pointed out to a very less extent.

To indicate based on the above primary data more than averages of the respondents were getting treatment to the level of some extent. It is crystal clear that they are not this much satisfied by their leader's treatment.

Table 5: Employee participation in meetings

Item	Alternatives.	No	%
To what degree do you participate in organizational meeting?	Toa Very great extent	-	0
	To a great extent	16	20
	To some extent	13	16.25
	To less extent	33	41.25
	To a very less extent	18	22.5
Total		80	100%

As it is revealed from table 5, none of the respondents rated to a very great extent, 16(20%) of them rated to great extent, 13(16.25%), 33(41.25%) and

18(22.5%) rated to same extent, to less extent and to a very less extent respectively. Based on the above data, the student researcher can confidently say the majority of the respondents are not participating in organizational meeting. As a result most of the employees cannot develop themselves to leadership level and also they do not have any awareness about what skill is required to lead the meeting, present a speech and the like.

Table 6 Interest of employees towards their job.

Item	Alternative	No	%
How much is the degree of interest you have towards your job?	Very high	10	12.5
	High	19	23.75
	Neutral	4	5
	Low	47	58.75
	Very low		0
Total		80	100

According to the response portrayed in the above table, 10 (12.5%) of the respondents marked very high, 19(23.75%), 4(5%) were marked high and neutral respectively. While the rest of 47(58.75%) marked low .As it is noticed the majority of the respondents were not interested in their current job. The reason they stated was uncomfortable working condition. From the above primary data, it is possible to point out that the majority of the respondents are not comfortable with the working condition of the organization.

Table 7: Respondent’s view on the extent to which leaders initiate their followers

Item	Alternative	No	%
-------------	--------------------	-----------	----------

To what extent do leaders at different level of the organization initiate their followers?	To a very great extent	3	3.75
	To extent	15	18,75
	To some extent	45	56,25
	To a less extent	7	8,75
	To a very less extent	10	12,5
Total		80	100

As it is indicated from table7, 3 (3.75%) of the respondents rated to a very great extent, 15 (18.75 %) and 45 (56.25%) of them rated to a great extent and to some extent. While 7 (8.75%) rated to a less extent. But 10 (12.5%) rated to a very less extent. As the data showed more than average of the respondents were favored that they are getting some initiation from their leaders, but it is noticed that their initiation level is not much satisfactory.

Table 8: Degree of leaders' ability to understand their followers.

Item	Alternative	NO	%
What is the degree of leader's ability to understand their follower's interest?	very high	9	11.25
	High	26	32.5
	Medium	39	48.75
	Low	6	7.5
	Very low	-	0
Total		80	100

In table 8 it is possible to portray the following findings. 9 (11.25%) indicated very high, 26 (32.5%), 39 (48.75) and 6 (7.5%) of the respondents indicated high medium and low respectively. And none of them indicated very low. As it is recognized from table 8, it is possible to state that above average of the respondents replied their leaders understand their interest. Although there is a lot to be done in this regard, the leader's position is satisfactory in understanding their follower's interest.

Table 9: The leadership style implemented in the organization

Item	Alternative	No	%
What kind of leadership is implemented in your organization?	- Autocratic	36	45
	- Democratic/ participative	17	21.25
	- Laissez faire	27	33.75
Total		80	100

In regarding to the leadership style implemented, 36(45%) responded Autocratic. 17(21.25%) and 27(33.75%) responded democratic and laissez faire respectively. As indicated on the table the majority of the respondents said Autocratic leadership is implemented. From this the student researcher can realize that there is a centralized system. And the leaders cannot delegate subordinates. As a result, from this finding the leader is the only order giver in the organization. According to some respondents they stated that there is no strict control by their leader that means the leadership style is laissez faire. Finally, 17(21.25%0 of the respondents replied the leadership style is participative. There is a freedom of speech, explaining ideas and feelings,

Table 10: Behaviors of leader/ Supervisor

No	Item	Alternatives	No	%
1	Your immediate supervisor is fit to the position/ job	Strongly agree	4	5
		Agree	45	56.25
		Neutral	11	13.75

		Disagree	13	16.25
		Strongly disagree	7	8.75
	Total		80	100
2	Your leader has the ability to accept and seek new challenges	Strongly agree	8	10
		Agree	37	46.25
		Neutral	21	26.25
		Disagree	11	13.75
		Strongly disagree	3	3.75
	Total		80	100
3	Your leader has an ability to inspire and lead his followers to strive towards organizational goal	Strongly agree	15	18.75
		Agree	13	16.25
		Neutral	29	36.25
		Disagree	18	22.5
		Strongly disagree	5	6.25
	Total		80	100
4	Your leader is exemplary and a good role modeled.	Strongly agree	17	21.25
		Agree	16	20
		Neutral	31	38.75
		Disagree	15	18.75
		Strongly disagree	1	1.25
	Total		80	100
5	Your immediate supervisor is helpful for your job productivity.	Strongly agree	13	16.25
		Agree	18	22.50
		Neutral	11	13.75
		Disagree	29	36.25

		Strongly disagree	9	11.25
	Total		80	100

As it is noticed in table 10, No 1, 4(5%) responded strongly agree. 45(56.25%), 11(13.75%) and 13(16.25%) responded agree, neutral and disagree respectively. And 7(8.75%) of them responded strongly disagree based on the above data about 61% of the respondents were happy agreed about the fitness of their immediate supervisor to the job. And some respondents are not happily about the position of their immediate supervisor. It is crystal clear that there is some problem on the position of their immediate supervisor. The supervisor should evaluate himself in order to cope up with the minority of the employees As it is realized in table 10, no 2, 8(10%) of the respondents marked strongly disagree and 37(46.25%) of the respondents marked agree. 21(26.25%), 11(13.75%) and 3(3.75%) marked neutral, disagree and strongly disagree respectively. From the point of view of the respondents it is possible to state that an average of the respondents believed that their leader has an ability it accept and seek new challenges.

As it is portrayed in table 10, no 3, 15(18.75%) of the respondents said strongly agree and 13(16.25%) said agree. 29(36.25%), 18(22.5%) and 5(6.25%) said neutral, disagree and strongly disagree respectively. From this data the student researcher can indicate that there is a doubt about the ability of their leader to inspire and lead his followers. It is difficult to attain stated objectives if the leader lacks this quality.

From table10, No 4, in regarding to employees response the following details noticed, 17(21.25%) and 16(20%) showed strongly agree and agree respectively. 31 (38.75%) of them showed neutral while 15(18.75) and

1(1.25) responded disagree and strongly disagree respectively. It is possible to say that the majority of the respondents were not agreed about their leader's being role model and exemplary.

As it is recognized from table 10, No.5, the detail is indicated below. 13(16.25%), 18(22.50%) and 11(13.75%) chosen strongly agree, agree and disagree respectively. But 29(36.25%) and 9(11.25%) was choose disagree and strongly disagree respectively. From this the student researcher can say that above average of the respondents i.e 49(61.25%) of the respondents are not agreed about the helpfulness of their immediate supervisor towards productivity. Unless otherwise the supervisor is helpful in productivity, it is quite difficult for the survival of the organization in this competitive world

Table 11: Leaders ability in resolving conflict b/n staff and management

Item	Alternative	No	%
To what extent the leaders capable o resolve conflict between employee and the management	To very great extent	-	-
	To a great extent	13	16.25
	To some extent	11	13.75
	To a less extent	46	57.5
	To a very less extent	10	12.5
Total		80	100

As it is recognized from table 11, no one is rated to a very great extent. 13(16.25%) and 11(13.75%) rated to great extent and to some extent respectively. While 46(57.5%) and 10(12.5%) rated to a less extent and to a very less extent respectively. It is crystal clear that the leader lacks an ability to resolve conflict b/n employee and the management, according to the data collected. It indicates the organization is in a high risk. That means if there

is no proper handling of conflict both the organization and employee are in a great danger.

Table 12 :Leader Making Employee a Sense Of Job Security

Item	Alternative	No	%
To what extent is your leader making you a sense of job security?	To very great extent	7	8.75
	To a great extent	2	2.5
	To some extent	11	13.75
	To a less extent	43	53.75
	To a very less extent	17	21.25
Total		80	100

As it is portrayed from Table 12. 7(8.5%), 2(2.5%) and 11(13.75%) rated to a very great extent, to a great extent and to some extent respectively. But 43(53.7%) and 17(21.25%) rated to a less extent and to a very less extent respectively. From this data, the student researcher can point out that the majority of the respondents are not feeling a sense of job security. It is important to highlight that the employees are always seeking new jobs and also they are always in tension of firing and demotion. To indicate they might experience difficulties in using their potential in their work.

CHAPTER FOUR

4: SUMMARY, CONCLUSION AND RECOMENNDATIONS

In this chapter the student researcher is going to give a short summary and conclusions based on the data analysis in chapter three. And finally,

recommendations are drawn to benefit the organization to amend its mistakes and to become a successful runner in the business world by leading the workforce in a very dramatic way.

4.1 : Summary

From the data analyzed the following key points are summarized

- The no of female employees are more than male employees
- 78.75% of the employees are below the age 40
- As it is portrayed, the educational qualification of most employees are certificate and diploma
- As it is indicated above average of the respondents are satisfied field with the competency of their immediate supervisor.
- Above average of the respondents are proved that no good relationship b/n leader and follower
- About 72.5% of the respondents are somehow happy about their leaders treatment
- 63.75% the respondents rated poor in regarding to their participation in organizational meetings
- As it is indicated from the data, about, 50% of the respondents were rated negative in regarding to their interest towards their job.
- About 83.75% of the respondents rated the conflict resolution technique in the organization is not appreciated.
- According to the data, 88.75% of the respondents are not feeling a sense of job security.
- 55.25% of the respondents are agree about their leaders ability to accept and seek new challenges.

4.2 :Conclusions

From the point of view of respondents, the student researcher concluded the following points.

- Most of the employees are not educationally qualified. It is a clear indication that there is lack of intellectual ability and moral character among employees, as far as education improves these qualities.
- There is no such a satisfactory relationship between leader and follower. If there is a desirable relationship it is hard to give professional service for the customers responds & good treatment must stand first within the organization.
- Most of the employees are under the productive age. It is a good opportunity for the organization to boost its service.
- Most employees agreed their immediate supervisor is competent enough to lead them.
- The findings show that the employees do not have a positive inclination towards their job. It reveals that leaders are not implementing the best leadership technique for the reconciliation of employee within their job.
- Leaders in the organization are mostly implementing autocratic types of leadership. They are not flexible to use different alternatives of leadership styles depending on the situation.
- Leaders are not resolving conflict in a desirable level. If conflict is becoming uncontrollable it will become threatening for the firm to compete with its rivals.

1.3 : Recommendations

- The student researcher can draw the following recommendations for the smooth running of the organization
- It is better to empower employees to advance their educational level. Well educated staff is a pillar for the success of the company.
- The organization should install a better mechanism to improve the relationship between leader and follower.
- The leaders shall give good treatment for their followers. If so, the followers can get confidence in themselves and become fruitful in their work.
- It is highly recommendable for the organization to let its employees to participate in organizational meetings. The employees will not become change averter as far as they are participated in key organizational meetings.

- The organization should strive tremendously so as to make its employees become interested in their job.
- Leaders in the organization should understand their employees. As far as there is no mutual understanding between them, it is quite hard for the job to be done effectively and efficiently.
- The organization shall implement a situational kinds of leadership .It should be democratic whenever democracy is necessary and the same is true for laissez-faire and bureaucratic.
- It is highly advisable for the organization to create the best conflict resolution method. Conflicts should be managed in a very contemporary method.
- The firm should indefatigably try to make the employees to feel a sense of job security. Every employee should be free of anxiety and tension of firing, demotion, and other threatening matters. The staff should concentrate on his/her assigned job only.
- The leader should be exemplary and a good role model .He /she must influence and attract others by his/her distinguished personal qualities.

Bibliography

Allio (2003) ,**Supervision and Leadership in Tourism and Hospitality.**

Conrer (1992), **The practice of Leadership** , U.S.A ,San Francisco

Dini Vedi K, **Personel Management**, 4th Edition

George Binney (1999), **Living Leadership.**

John Maxury (1998) , **Boundry Spanning Leadership.**

Kim(1998) , **Brand leadership.**

Kim Turnbull James and Collins(1998),**Leadership perspectives**

Kumar N.(2003),**Management Process and Organizational Behavior.**

Mamore & Gabkor (2004), **Real Leadership: Helping People &**

Organizations Face their Toughest Challenges; New York City:
publishers.

Northhouse (2001),**Leadership in the organization.**

Sakaran (2001), **Organizational Behavior**

Satish Mehral(1999), **Leader Behavior: Its Description and**

Measurement.Columbus;Ohio State University,Bureau of
Business Research.

Appendix

St. MARY'S UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT

Questionnaire filled by Employees of Radisson Blu Hotel

The following questionnaire is prepared by the degree graduate of St. Mary's university with the aim of providing a research paper to fulfill requirements of 1st degree graduation. This contains four pages and is expected to take few minutes to complete. The purpose of this questionnaire is to make an assessment of "Leadership Practices" in Radisson Blu Hotel. Finally, I kindly request you to fill the questionnaire wholeheartedly and genuinely. It is highly confidential.

General Instruction

- No need of writing your name.
- Put a tick (√) in the box () for the answer you choose.
- Please write short and precise answer in the space provided.

Part I: Personal Data

1.1 Sex Male Female

1.2 Age

Below 20 20-30

31-40 Above 40

1.3 Educational Qualification

12th completed Certificate

Diploma Bsc/BA degree

Other, please specify _____

1.4 Job Position _____

1.5 Length of service with the organization.

Less than 3 Yrs 7-8 Yrs
 3-6 Yrs 9 yrs & above

II. Questions pertinent to the study

1. Your immediate supervisor is competent enough to properly lead the department or work unit.

strongly agree Neutral
 Agree Disagree
 Strongly disagree

2 There is healthy relationship between the leaders and followers at different levels of the organization.

Strongly agree Neutral
 Agree Disagree
 Strongly disagree

3 To what extent are leaders at different level of the organization fair in giving equal treatment to their followers?

To Avery great extent To some extent
 To a great extent To less extent
 To a very less extent

4 How often do leaders at different level of the organization communicate with employee?

Always Undecided
 Sometimes Rarely
 Never Other, please specify _____

5 To what extent do you participate in organizational meeting?

To a very great extent To some extent
 To a great extent To less extent
 To a very less extent

6 How much is the degree of interest you have towards your job?

Very high High
Low Very low
Neutral

7 If your response in question No. 7 above is “low” or ‘very low’ what are the reasons?

You can tick more than one.

Lack of Knowledge Low salary
Uncomfortable working condition
Unhealthy reaction with indicate less

8 To what extent do leaders at different level of organization initiate their follower?

To a very great extent To some extent
To a great extent To a less extent
To a very less extent

9 What is the degree of leader’s ability to understand their follower’s interest?

Very high Medium Very low
High Low

10 What kind of leadership style is implemented in your organization?

Autocratic Democratic/ Participative
Laissez- faire

11 Indicate your degree of agreement with the following statement that express the behaviors of your immediate supervisor.

No	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I	Your immediate supervisor is fit to the position /Job					
II	Your leader has the ability to accept and seek new challenges					
III	Your leader has an ability to inspire and lead his followers to strive towards organizational goal					
IV	Your leader is exemplary and a good role model					
V	Your immediate supervisor is helpful for your job productivity.					

12 To what extent do leaders at different level in the organization closely monitor schedules to ensure the timely completion of tasks?

- To vary great extent To some extent
 To a great extent To less extent
 To a very less extent

13 To what extent the leaders capable to resolve conflict between employee and the management when it arise?

- To a very great extent To some extent
 To a great extent To a less extent
 To a very less extent

15. To what extent is your leader making you feeling a sense of job security?

- To a very great extent To some extent

To a great extent

To a less extent

To a very less extent

16.If you have any suggestion about leadership problem in your organization.

Please state_____

Declaration

The Advisee's Declaration

I, the undersigned, declare that this project paper is my original work, prepared under the guidance of my advisor Ato Zelalem Tadesse. All source of materials used for the manuscript have been fully acknowledge.

Name: ZERFU ERTIBAN

Signature: _____

Place of Submission: St. Mary's University

Date of Submission: _____

The Advisor's Declaration

This senior essay has been submitted for examination with my approval as the university college advisor

Name: Zelalem Tadesse

Signature: _____

Date: _____