**ABSTRACT**

**THE INFLUENCE OF DEMOGRAPHIC FACTORS ON THE LEADERSHIP**

**STYLES OF THE FOUR AND FIVE STAR HOTEL MANAGERS IN THE TRNC**

**ÖZLEM YAMAK**

**MARCH, 2012**

Few empirical studies on leadership styles in hospitality industry in the TRNC exist. Therefore, the aim of this study was to determine the dominant leadership styles of managers working at accommodation establishments in TRNC and to establish as to whether their demographic factors influence their leadership styles. The leadership styles identified were autocratic, democratic, charismatic, and laissez-faire. The demographics factors were gender, nationality, educational level, management level, and job experience. The study instrument was applied to a sample of managers working at the 19 Four- and Five-Star accommodation establishments in the TRNC. The field work was conducted between July and September 2011. In total, 120 managers were surveyed throughout the field study. An adapted version of the Uca and Kozak Likert Type Questionnaire was used as the study instrument. Data obtained from the instrument was analyzed using SPSS 18. Results show that managers in the TRNC prefer the use of the charismatic leadership style. The data gathered further demonstrates that there was a statistically significant relationship between laissez-faire leadership style and the nationality of managers. However, no statistically significant relationship was found between leadership styles and the other demographic variables examined namely gender, management level, education level, and work experience.

**Key words**: Leadership styles, Hospitality industry, TRNC, Four-and Five-Star hotels.

**ÖZ**

**KKTC’DEKİ DÖRT VE BEŞ YILDIZLI OTELLERDE ÇALIŞAN YÖNETİCİLERİN DEMOGRAFİK FAKTÖRLERİNİN LİDERLİK STİLLERİNE OLAN ETKİSİ**

**ÖZLEM YAMAK**

**MART, 2012**

Kuzey Kıbrıs Türk Cumhuriyeti konaklama sektöründe çalışan yöneticilerin liderlik stillerini belirlemeye yönelik az sayıda çalışma yapılmıştır. Bu nedenle bu çalışmanın amacı, konaklama sektöründe çalışan yöneticilerin, otokratik, demokratik, karizmatik, ve serbestiyetci liderlik stillerinden hangisini benimsediklerini belirlemek ve cinsiyet, uyruk, eğitim seviyesi, yönetim kademesi ve iş tecrübesi gibi demografik özelliklerle liderlik sitilleri arasında bir ilişki olup olmadığını araştırmaktır. Liderlik stilleri belirlenirken, Uca ve Kozak’ın Likert Türü Soruları kullanılmıştır. Araştırma örneklemi, KKTC sınırlarındaki 19 adet Dört ve Beş yıldızlı konaklama işletmesi olarak belirlenmiş ve toplam 120 otel yöneticisiyle anket yapılmıştır. Elde edilen bütün veriler SPSS 18’de analiz edilmiştir. Araştırma kapsamında gerçekleştirilen analizler sonucunda KKTC sınırlarındaki Dört ve Beş yıldızlı otel yöneticilerinin karizmatik liderlik stilini tercih ettikleri ortaya çıktı. Daha sonra yapılan analiz sonuçları da yalnızca serbestiyetci liderlik stili ve yöneticilerin uyruğu arasında bir ilişki olduğu saptanmıştır. Ancak, yöneticinin liderlik stili ve cinsiyet, eğitim seviyesi, yönetim kademesi, ve iş tecrübesi arasında istatistiksel bir ilişki olduğu saptanmamıştır.

**Anahtar kelimeler**: Liderlik stilleri, Turizm sektörü, KKTC, Dört- ve Beş-Yıldızlı oteller.

**ACKNOWLEDGEMENT**

I would like to thank my supervisor, Assoc. Prof. Dr. Şerife Eyüpoğlu for her invaluable guidance and encouragement throughout the process of formulating my ideas. Her ability to view things pragmatically was critical and priceless to the success of this study and needs to be commended.

I would like to thank to Assist. Prof. Dr. Tülen Saner, Director of the School of Tourism and Hotel Management for her suggestions and invaluable comments.

I also appreciate very much the various kinds of help provided by all members of the Near East University. Thanks a lot for your openness and friendly atmosphere.

I thank my husband Suat Yamak, without his encourage and moral support it would have been impossible for me to carry out this research. I also warmly thank my daughters Irmak and Yağmur for their inexhaustible love and incredible toleration. You girls were truly an inspiration and are ultimately responsible for my success in life. I also thank my parents Pembe and Özkan Uzunsaf for their unconditional love.

**TABLE OF CONTENTS**

 **Page**

**ABSTRACT** i

**ÖZ** ii

**ACKNOWLEDGEMENT** iii

**TABLE OF CONTENTS** iv

**TABLE OF FIGURES** vi

**ABBREVIATIONS** vii

**CHAPTER 1** INTRODUCTION 1

**CHAPTER 2** LEADERSHIP LITERATURE 5

* 1. Definitions of Leadership 5
	2. Leadership vs Management 7
	3. Leadership Behaviour 8
		1. Use of Power 8
			1. Legitimate Power 9
			2. Reward Power 9
			3. Coercive Power 9
			4. Expert Power 9
			5. Referent Power 9
		2. Skills 10
			1. Technical Skill 10
			2. Human Skill 11
			3. Conceptual Skill 11
		3. Leadership Styles 11
			1. Autocratic Style 11
			2. Democratic Style 12
			3. Laissez-faire Style 12
			4. Charismatic Style 12
	4. Situational Flexibility 12
	5. Followership 12
	6. Theories of Leadership 14
		1. The Trait Approach of Leadership 14
		2. The Behaviour Approach of Leadership 16
		3. The Contingent Approach of Leadership 20
		4. The Transactional Approach of Leadership 22
		5. The Transformational Approach of Leadership 24
		6. The Charismatic Approach of Leadership 26
		7. The Servant Approach of Leadership 29

**CHAPTER 3** LEADERSHIP STUDIES IN HOSPITALITY 31

**CHAPTER 4** RESEARCH METHODOLOGY 39

* 1. Research Questions 39
	2. Sample Selection 40
	3. Data Collection Instruments and Procedures 42

**CHAPTER 5** RESULTS AND DISCUSSION 44

5.1 An Overview of Participants in the Study 44

 5.2 Leadership Styles of Managers 45

**CHAPTER 6** CONCLUSION AND RECOMMENDATIONS 59

**BIBLIOGRAPHY** 64

**APPENDIX 1** Research Questions 73

Autobiography 77

**TABLE OF FIGURES**

 **Page**

**Table 4.1** Variables of the study 40

**Table 4.2** Accommodation establishments by categories-in alphabet order 41

**Table 5.1** Demographic Profile of Respondents 45

**Table 5.2.**Classification of managers in Terms of Leadership Styles 46

**Table 5.3** One-Way ANOVA Differences of Gender and Leadership Styles 49

**Table 5.4** One-Way ANOVA Differences of Management Level and

Leadership Styles 49

**Table 5.5** One-Way ANOVA Differences of Job Experience and

Leadership Styles 50

**Table 5.6** One-Way ANOVA Differences of Education Level and

Leadership Styles51

**Table 5.7** One-Way ANOVA Differences of Nationality and Leadership Style 51

**Table 5.8** Mean Analysis of Nationality with Leadership Styles 52

**ABBREVIATIONS**

**GLOBE** Global Leadership and Organisational Behavioural Effectiveness

**KTOB** North Cyprus Hoteliers Association (Kuzey Kıbrıs Otelciler Birliği)

**TRNC** Turkish Republic of Northern Cyprus

**USA** United States of America