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# Leadership Management Strategies and Organizational Practices with Respect to the Hotel Sector of Rainbow Tourism Group Limited

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*Abstract:*
*This was a research exercise which sought to explore leadership management strategies and organizational practices taking place in the hotel sector of Rainbow Tourism Group Limited (RTGL). RTGL is one of Zimbabwe's biggest hotel and tourism sector. Included in its hotel portfolio are Rainbow Towers and Conference Centre, Bulawayo Rainbow, Victoria Falls Rainbow, Kadoma Rainbow and Conference Centre, A' Zambezi River Lodge and Ambassador Hotel. The six hotels have a combined total of 886 rooms, with the largest number of 304 rooms being in the five star hotel, Rainbow Towers and Conference Centre and while the rest in the three star group hotels. Other operations outside Zimbabwe are Hotel Edinburg, the Savoy Hotel and a hotel in Mozambique. The problem statement of the research was to study the role of organizational culture in the shaping of the leadership strategies in the hotel and catering sector, organizational leadership and their effectiveness in helping to achieve organizational objectives. The following was the set of objectives that the research sought to achieve. Firstly the research sought to determine and analyze the different types of leadership strategies adapted by the hotel sector of Rainbow Tourism Group Limited in the hotel sector a Case Study. The second objective was to ascertain the environment forces influencing the adoption and assimilation of such strategies. Thirdly the research sought to determine the efficiency of such strategies in achieving these organizational strategies in the hotel sector of RTGL. The fourth objective was to suggest if any alternative strategies where necessary to improve leadership effectiveness in Hotel Sector of the RTGL. Finally the research sought to develop a Leadership Model that can be used in the hotel industry. Stylistically, the research was designed in such a way that the objectives are back to back with the research problems so there is no special need to recast the research questions separately seeing that they are mirrored symmetrically in the form and structure of the objectives. The research utilised qualitative research methods whereby data was collected using a questionnaire and then the results were recorded as qualitative data. This is because although the questionnaire recorded discrete data the analysis was done simply in terms of frequencies the corresponding graphs. In the absence of more detailed analyses, like the Analysis of Variance and correlations and regressions, the research remains qualitative. The researcher has adopted the case study as the research strategy because the researcher is focusing mainly on the hotel sector of Rainbow Tourism Group (RTGL) and not the rest of the stakeholders in the tourism industry. The sampling framework was a mixture of Stratified random sampling and convenience sampling. The stratification method was adopted in the research with a view to target the different people in any kind of management position starting from the lowest supervisors to the senior management. The levels of management are quite different so it was necessary to make sure that respondents are picked from each category of managers. All the six hotels were covered and samples were randomly selected from the employees and the data collected was analyzed. The questionnaires were personally administered in different locations after due consultation processes had been implemented. In terms of leadership knowledge, styles and practices the hotel sector of RTGL is only strong in (i) regulations, procedures and policies (ii) fair distribution of resources, (iii) performance management and formal training and development. The rest of the areas the organisation is in serious need for redress. When it comes to the strategies assimilated by organizational leadership, the hotel sector of RTGL is strong in only two components: (i) satisfactorily assimilated conflict management systems and (ii) assimilation of corporate governance by the hotel sector of RTGL. The rest of the components are in need of redress. In terms of effectiveness of leadership strategies applied, the hotel sector of RTGL has none to talk about. The only environmental factor with any significant impact on the adoption and assimilation of strategies of the hotel sector of RTGL are the internal forces within its portfolio.*

*Keywords: Leadership, management strategies, organizational practices, hospitality sector*

## 1. Leadership Management Strategies and Organizational Practices

Rainbow Tourism Group limited (RTGL) is the second largest hospitality business in Zimbabwe, after African Sun Limited in terms of room capacity. Included in its hotel portfolio are Rainbow Towers and Conference Centre, Bulawayo Rainbow, Victoria Falls Rainbow, Kadoma Rainbow and Conference Centre, A' Zambezi River Lodge and Ambassador Hotel.  It has a combined total of 886 rooms and a few other operations outside Zimbabwe in Mozambique and South Africa.  The government is one of the largest shareholders and this relationship gives it a big source of potential and competitive advantage over others.

### 1.1. Need and Rational for the Study

Rainbow Tourism Group Limited Zimbabwe is a major player in the hotel sector and at the same time the tourism sector is one of the major contributors to the country's GDP (contributing about 18% to Gross Domestic Product). It has the potential to make significant economic contribution to the national economy of Zimbabwe. The level of efficiency of such a player in the industry is therefore quite significant

How the RTGL has managed its hotel sector over the years has been reported in the press and debated publicly and hence this has prompted the researcher to a make a study on its leadership management strategies and organisational practices.  This thesis confines to the six hotels of Rainbow Tourism Group Limited in Zimbabwe.

### 1.2. Literature Review

Meta-analysis and review of articles by Boyalziz, (1982); (Farmer and Richman, 1964); Iyanda, (1987); Koontz, (1972); (Neghandi, and Estafen, 1965) has been looked at to give a balanced perspective to the research.
Framework in the analysis of the art of Japanese managementas postulated by (Pascale and Anthos 1981) was also analysed and compared to the RTGL leadership management strategies and its organisational practices.

### 1.3. Theoretical Frameworks

Several schools of management were explored.  These included: prescriptive theory as indicated by Fayol, 1949, and descriptive theory as highlighted by (Mintzberg, 1975).  Relative strength of effectiveness over efficiency, Drucker (1967). Foundational issues in the context of strategic management (Donnelly, Gibson and Ivanca wish 1995) were also discussed. Criteria related to organisational effectiveness as postulated by (Wilson and Chua 1993) was reviewed.  Contemporary dimensions to organisational effectiveness as asserted by Drucker (1981) were highlighted in depth in this research.  Other frameworks to support this study were also derived from Gibson, Ivanca wish, and Donelly, Jr. (1991:37), Armstrong (1994).
Experts such as Peter and Waterman (1981) – looked at eight characteristics of excellent companies.  They looked at how these companies performed and what made them to perform very well in comparison with others.

### 1.4. Overview of the Chapters

- Chapter 1: Outlines the general introduction and background to the study. It highlights problem statement, literature review, aims, research questions, objectives, justification of the study, definition of terms as well as the assumptions upon which the study was developed. Chapter 2:Is a review of the related literature. It critiques the studies that have been undertaken in the subject area and identifies gaps to be filled by this study.
- Chapter 3: Explains the research methodology, research design used in the study, research instruments utilised in collecting the data, data collection procedures and analysis.
- Chapter 4: Gives detailed presentation of the data collected using the various data collection tools described in chapter 3.
- Chapter 5: Highlights the major study of the research and gives the overall summary of what transpired in the study. Ultimately the researcher's recommendations are captured at the end of this chapter.

### 1.5. Title of the Study

Leadership Management Strategies and Organisational Practices with respect to the Hotel Sector of Rainbow Tourism Group Limited.  This research is a case study in nature.

### 1.6. Operational Definitions

The research study has employed the following definitions for the key terms highlighted below:
- Leadership:  It is the process with which managers empower and motivate employees to positively influence each other in achieving goals in an organization.  It is the act of going along to guide and show the way. It is all about results.
- Leadership Strategies:  It is the organisation's leadership requirements, including the number of leaders and at what levels these; leaders should be, as well as the skills behaviours and capabilities these leaders should have and will need going forward.
- Leadership Style:  The Leadership adopted by the hotel sector in decision making, conflict resolution, communication, motivation and delegation of authority.

- Management:   The actor of managing.  The conducting or supervising of something.  A judicious use of means to accomplish an end.  The organisation and co-ordination of activities of a business in order to achieve defined objectives.  It is the act, manner or practice of managing, handling, supervision, or control.
- Management Practice:  Operational defined as the use of leadership styles, strategic planning, management, control techniques and investment in social responsibility activities to improve organisational effectiveness.  It means methods or techniques found to be the most effective practical means in achieving an object.
- Organisational Culture:   The values and behaviours that contribute to the unique social and psychological environment of an organisation.  It includes an organisation's experiences, philosophy, and values that hold it together, and is expressed, interactions with the outside world and future expectations.
- Organisational Practices: Refer to the policies, structures and actions of an entire agency. Thus, the research sought to investigate the effect of organisational culture in shaping the leadership strategies in the hotel sector with the specific focus on RTGL.

1.6.1. Objectives of the Study

There are five objectives that this study intended to achieve. Below is an outline of these objectives:
- To determine the different types of leadership strategies adapted by the Rainbow Tourism Group Limited.
- To assess the organisational practices used by Rainbow Tourism Group Limited.
- To establish what management   practices can be established by Rainbow Tourism Group Limited.
- To determine the efficiency of such strategies in achieving the organisational objectives at Rainbow Tourism Group Limited.
- To ascertain the environment forces influencing the adoption and assimilation of leadership management strategies and organisational practices.

1.6.2. Research Questions
- What different types of leadership management strategies practiced by the RTGL?
- Which organisational practises are used by RTGL?
- What sort of management practices are established and adopted by RTGL?
- How efficient are the leadership management strategies and organisational practices in achieving organisational objectives at RTGL?
- Which environment forces are at play in influencing the adoption and assimilation of leadershipmanagement strategies and organisational practices at RTGL?

*1.7. Variables of the Study*

The study is premised on the theorectical basis that leadershipmanagement strategies and organisational practices impact the effectiveness of an organization in achieving its aims and objectives. On this background therefore, the variables of the study were:

1.7.1. Dependent Variable
- Organisational Effectiveness (to achieve set goals)

1.7.2. Independent Variables
- Leadership Strategies
- Organisational Practices

*1.8. Hypotheses*

| Null Hypothesis | Alternative Hypothesis |
|---|---|
| There is no significant difference in leadership, management and organisational practices dimensions across Gender | There is a significant difference in leadership, management and organisational practices dimensions across Gender |
| There is no significant difference in leadership, management and organisational dimensions across Designation | There is a significant difference in leadership, management and organisational practices dimensions across Designation |
| There is no significant difference in leadership, management and organisational practices dimensions across Marital Status | There is no significant difference in leadership, management and organisational practices dimensions across Marital Status |
| There is no significant difference in leadership, management and organisational practices dimensions across Age | There is a significant difference in leadership, management and organisational practices dimensions across Age |
| There is no significant difference in leadership, management and organisational practices dimensions across Education | There is no significant difference in leadership, management and organisational practices dimensions across Education |
| Organisational strategic practices dimensions do not significantly influence Leadership Management Strategies | Organisational strategic practices dimensions significantly influences Leadership Management Strategies |
| Organisational strategic practices dimensions do not significantly influence Environmental Forces | Organisational strategic practices dimensions significantly influences Environmental Forces. |

*Table 2*

## 2. Methodology

| Approach | Inquiry Strategy | Tools of data collection | Sources of data |
|---|---|---|---|
| A Case Study of RTGL | Quantitative | Focus Group<br>• Grouped by Designation | Questionnaire<br>• Structured questionnaire<br>• Closed end questions |

*Table 3*

## 3. Sampling Procedure
- Targeted population were members of staff and management of Rainbow Tourism Group Limited
- Total number of questionnaires distributed = 200
- Returned = 170 or a success rate of 85%
- The participants consisted of the three levels of management
    - Lower,
    - Middle and
    - Top level.

*3.1. Sampling Procedure*
- Purposive selection of groups of respondents
- Random probabilistic sampling technique was used to select the actual respondent within each group

*3.2. Demographic Distribution of the Sample*

| Demographics | Categories | Count | Percentage |
|---|---|---|---|
| Gender | Male | 46 | 58.2% |
| | Female | 33 | 41.8% |
| Age | 20-29 Years | 33 | 29.1% |
| | 30-39 Years | 35 | 44.3% |
| | >40 Years | 21 | 26.6% |
| Marital Status | Single | 17 | 21.5% |
| | Married | 53 | 67.1% |
| | Others | 9 | 11.4% |
| Educational Qualifications | O' Level | 32 | 40.5% |
| | A' Level | 22 | 27.8% |
| | First Degree and above | 25 | 31.6% |
| Designation | General Worker | 50 | 63.3% |
| | Manager | 29 | 36.7% |

*Table 4*

## 4. Field Work Details

In order to catch the data collection schedules, the researcher designed and implemented a mechanism of systematic appointments on specific days to each of the hotels. In order to make the process fast enough, the following prior communication was sent with:

- A letter of introduction: as standard practice, a letter of introduction was made available from the university to the different managers in the hotels. The purpose of the letter is to authenticate the identity of the researcher to avoid issues of posturing and to also preserve the integrity of the research.
- The researcher also provided a brief summary of the entire project to give the recipients a brief summary of the whole project so that they can have a single mind with the researcher.
- Lastly, the researcher attached a copy of the questionnaire.

## 5. Validation Procedures

*5.1. Triangulations*
- Analysis of means
- Analysis of variances (ANOVA)
- T-test to check the distribution of data
- Multi-layered data collection
- Peer review using colleagues to criticize the data
- Multi period data collection

*5.2. Data Analysis*

As indicated above, the researcher carried out a range of statistical tests. The results are generated in the form of tables and graphical illustrations. The data is presented in an elaborate manner in the section below.

*5.3. Findings*

Since the research framework has a discrete set of hypotheses, it is an elegant framework to present the findings around each of the hypotheses, as this would make it easy to follow the conclusions, implications of the study as well as recommendations.

| Hypothesis | Results |
|---|---|
| H1: There is significant difference in Organisational strategic practices dimensions across Gender (Female and Male). | There is a significant difference in the Organisational strategic practices scores for females (M=1.22, SD=0.55) and males (M=.96, SD=.55); t (77) = 2.087, p = 0.040. The null hypothesis is rejected and the alternate hypothesis is accepted: There is significant difference in Organisational strategic practices dimensions across Gender. (p = 0.040) |
| H2: There is no significant difference in Organisational strategic practices dimensions across Age. | There were no significant differences across Age for HRM strategic practices and Organisational culture strategic practices dimension. Post hoc comparisons using Tukey HSD test indicated that the mean score for Motivational strategic practices -30-39 yrs. (1.12) and > 40 yrs. (0.69) is significantly different. The mean score for Corporate strategic practices - 30-39 yrs. (1.15) and > 40 yrs. (0.62) |
| H3: There is a no significant difference in Organisational strategic practices dimensions across Marital Status (Single, Married and Others). | Post hoc comparisons using Tukey HSD test indicated that the mean score for HRM strategic practices - Single (1.50) and Married (0.99), is significantly different. The null hypothesis is accepted: There is no significant difference in Organisational strategic practices dimensions across Marital Status |
| H4: There is no significant difference in Organisational strategic practices dimensions across Education ('O' Level, 'A' Level and First degree and above). | The null hypothesis is accepted: There is no significant difference in Organisational strategic practices dimensions across Education |
| H1: There is no significant difference in leadership management strategies dimensions across Designation. | There is a significant difference in leadership management strategies dimensions across Designation<br>The null hypothesis is accepted: There is no significant difference in leadership management strategies dimensions across Designation. |
| H2: There is no significant difference in leadership management strategies dimensions across Age | There is no significant difference in leadership management strategies dimensions across Age. The null hypothesis is accepted: "There is no significant difference in leadership management strategies dimensions across Age." |
| H3: There is no significant difference in leadership management strategies dimensions across Marital Status. | The null hypothesis is accepted: "There is no significant difference in leadership management strategies dimensions across Marital Status." |
| H4: There is no significant difference in leadership management strategies dimensions across Education | The null hypothesis is accepted: "There is no significant difference in leadership management strategies dimensions across Education." |

*Table 4*

*5.4. Research Design*

5.4.1 Type of Study
 This case research study and quantitative analysis was achieved with the help of questionnaires to participants working in RTGL.

5.4.2. Sample
 The research study was a case study of the 6 hotels of the Rainbow Tourism Group Limited in Zimbabwe

### 5.4.3. Sample Size

Data was collected from 6 hotels through questionnaires, interviews, observation and document analysis from the 6 hotels of Rainbow Tourism Group Limited.  A total of 200 people were carried out.

### 5.5. Reliability of Questionnaire

The reliability of a questionnaire refers to the extent to which a questionnaire "produces the same results on repeated trials. In short, it is the stability or consistency of scores over time or across raters ... reliability pertains to scores not people." (Miller, 2012:1)

The data collected was analysed to test the reliability of the Leadership strategies scale. The overall (total) and individual factors Cronbach's alpha values are indicated in Table .... The overall reliability of the Leadership strategies scale is 0.937 indicating an excellent internal consistency. The individual factors reliability ranges from 0.764 to 0.903 indicating high internal consistency, this determined acceptable reliability.
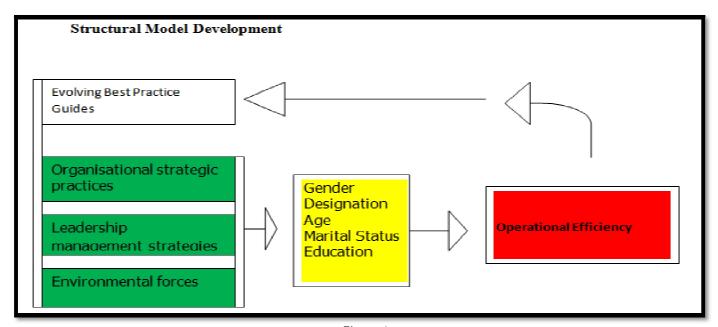


*Figure 1*

## 7. Conclusions

Strategic practices are not influenced by gender, age, marital status, designation and education.  The results were consistent, that the demographic structure at the RTGL did not have a major effect on leadership management strategies and organisational practices.

RTGL needs to address four major areas.

- Strategies assimilated by organisational leadership
- Conflict management systems
- Corporate governance
- Internal environmental forces

## 8. Implications and Recommendations

Having gone through the research study, the researcher recommends the following to the management of Rainbow Tourism Group Limited:

- Improve leadership strategy
- Ensure stakeholders embrace the company's strategies.
- Adequately implement of strategy
- Facilitate change in leadership strategy.
- Keep the conflict level at a minimum and resolve the emergent issues surrounding the conflicts
- Get acquainted with formal planning processes
- Practice professional staffing procedures.
- Develop employee confidence in the leadership strategy.
- Generate capacity for leadership strategic planning
- Institute formal Recruitment and Retention Strategies
- Put in place staff motivation strategies
- Practice and enforce corporate governance

- Incorporate stakeholder interests
- Institute systematic management process

## 9. Suggestions for further Research

There is much power vested in the CEO and that he dominates the overall strategic management platform. Although there is room for some participation, one would like to understand the broader dynamics of government at RTGL beyond the board. There appears to be some hidden hands beyond the board who are not bothered by the state of affairs regarding to governance.

### 9.1. Limitations of the Study

This research had limitations and thus took cognizant of the following inherent limitations in it.  There was notable uneasiness and some reluctance on the part of some participants to respond to this study.  This may have comprised some of the findings.

The nature of this research is that it is national.  Hence it should have covered the whole country.  However, due to constraints, the researcher resorted to sampling techniques.   The purposive sampling technique used might have compromised the results since in their nature purposive samples convey the idea that a sample of population will adequately represent an entire population. This may not be the case in all instances since some cases samples are not easily defensible as being representative of populations due to potential subjectivity of researcher.  Thus, the sample used in this research may not necessarily be adequately representing the entire population.  This certainty is never guaranteed in this research.  In some case purposive samples can give very misleading or disproportion views of entire populations since only small samples would have been consulted as was the case in this study.

In this study the researcher sought to further the conversation about leadership management strategies and organisational practices with respect to the hotel sector of RTGL.  Since this was a case study the research may not be as compressive as has been expected in other circles.  In that regard, the conclusions may not apply to all situations.  Future research could include comprehensive and systematic study on leadership style, corporate governance, leadership development versus leader development and delighting or satisfying stakeholders.  Ideally this would lead to more careful longitudinal studies that might be able to accurately gauge the efficacy of leadership style in various contexts.

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**Annexure**

My name is Washington Mahiya, Student no 114800, and a PhD Scholar at Christ University, India. This questionnaire is one of the data collection tools for my PhD research work. All Information provided will be kept in strictest confidence.
Do not indicate your name
Select the appropriate option by ticking against the required response

1. Sex ☐ : Male ☐     Female ☐
2. Age : 20 – 29     30 – 39 ☐     40-49 ☐     50-59 ☐ 60+ ☐
3. Marital Status : Single     Married     Widowed     Divorced
4. Education ☐ : 'O'Level ☐ Level     First Degree ☐ Masters Degree + ☐
5. Designation ☐ : General worker ☐     Manager ☐     Senior Executive ☐
6.Do Business leaders at RTGL have a clear leadership strategy     Yes☐ No ☐
7. Have such strategies been embraced by all stakeholders?     Yes☐ No ☐
8. Do you agree that such strategies have been effective?     Yes☐ No ☐
9. Do you think that the current strategies need modification?     Yes☐ No ☐
10. Are there any visible conflicts among the business leaders?     Yes☐ No ☐
11. Is the Top Leadership Management doing anything to resolve the issues?     Yes☐ No ☐
Do you think the leaders at RTGL know, practice or have the following?

12. Formal Planning Processes                        Yes ☐      Not Sure ☐        No ☐
13. Professional Staffing Procedures                 Yes ☐      Not Sure ☐        No ☐
14. Positive Leadership Styles                       Yes ☐      Not Sure ☐        No ☐
15 Adequate Control Systems                          Yes ☐      Not Sure ☐        No ☐
16. Regulations, Procedures and Policies             Yes ☐      Not Sure ☐        No ☐
17. Strategic Planning                               Yes ☐      Not Sure ☐        No ☐
18. Professional and retention strategies            Yes ☐      Not Sure ☐        No ☐
19. Formal recruitment and retention processes       Yes ☐      Not Sure ☐        No ☐
20. Fair distribution of resources                   Yes ☐      Not Sure ☐        No ☐
21. Staff motivation                                 Yes ☐      Not Sure ☐        No ☐
22. Conflict Management                              Yes ☐      Not Sure ☐        No ☐
23. Corporate Governance                             Yes ☐      Not Sure ☐        No ☐
24. Effective Corporate Boards                       Yes ☐      Not Sure ☐        No ☐
25. Stakeholder interests                            Yes ☐      Not Sure ☐        No ☐
26. Performance Management                           Yes ☐      Not Sure ☐        No ☐
27. Organisational Culture and Behaviour             Yes ☐      Not Sure ☐        No ☐
28. Formal Training and Development                  Yes ☐      Not Sure ☐        No ☐
29. Effective corporate Leadership                   Yes ☐      Not Sure ☐        No ☐
30. Systematic Management Processes                  Yes ☐      Not Sure ☐        No ☐

Have the following leadership management strategies been assimilated by the management of RTGL?

31. Use of regulations, procedures, and policies
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

32.Formal Strategic Planning
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

33. Formal Recruitment and retention strategies
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

34. Formal Training and development
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

35. Formal Compensation and reward systems
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

36. Fair distribution of resources
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

37. Staff motivation Schemes
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

38. Formalised Conflict Management Systems
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

39. Corporate Governance
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

40. Effective Board of Directors and formal Structures
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

41. An all-inclusive Stakeholder Policy
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

42. Formal Performance Management Systems.
Strongly Disagree ☐        Disagree ☐        Neutral ☐        Agree ☐        Strongly agree ☐

Rank the environmental forces that have a major bearing on leadership management strategies and organisational practices employed by RTGL Managers - Highest (10) and lowest (1)

43. Bargaining power of customers

44. Bargaining power of suppliers

45. Potential entry of competitors into the sector

46. Competitive rivalry among players in the hospitality sector

47. Political forces in Zimbabwe and abroad

48. Socio-Economic trends in the economy

49. Technological changes across the global

50. Legal forces at play in Zimbabwe and abroad

51. Internal forces within the RTGL