

Impact of Leaderships Styles on Organizational Performance in Nepalese Hotel Industry

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ABSTRACT

Any organization's success is largely determined by its leadership styles. The way and approach to delivering guidance, implementing program and motivating followers is referred as leadership styles. One of the most important managerial function is leadership and is taken as a crucial aspect for organizational success in these competitive age. The purpose of this study is to investigate the impact of leadership styles on organizational performance. For this study, Nepalese five-star hotels located in Kathmandu Valley are taken and to accomplish the main aim of this study, data are collected from 341 respondents using a structured questionnaire, which are distributed via a convenience sampling method. Descriptive as well as inferential statistics have been administered to analyze and examine data. To test the hypothesis, correlation as well as regression analysis have been implied. The results showed the support to three hypothesis but hypothesis one is rejected with beta coefficient value of autocratic leadership style is -0.168. The findings suggested that there is a positive and significant impact of democratic, transactional as well as transformational leadership on firm's outcomes in Nepalese five star hotels. Also, the results stated that managers of hotel industry may encourage, develop, and create effective working environment through democratic leadership style.

Keywords: Organizational performance, Leadership styles: Autocratic, Democratic, Transactional and Transformational

INTRODUCTION

A company's leadership style plays a vital responsibility for estimating its success as well as failure. A person, who is highly responsible, motivates, instructs, encourages and influences his subordinates to carry out certain tasks in order to achieve the stated organizational objectives is a leader. Leadership style is the method and technique used to provide direction, carry out initiatives, influence and encourage people. In every organization, leadership style plays a major role for its higher performance (Karacsony, 2021). In addition, it is stated that an appropriate leadership style lead organization towards to sustain its business in competitive environment. Hence, today's firms need creative and innovative leaders who can inspire, motivate, and influence human capacities with a variety of leadership styles in order to improve organizational performance. One of the most researched subjects in management studies is leadership. An appropriate leadership is unavoidably acknowledged as the key to an organization's success (Khajeh, 2018). Businesses now function and react differently due to market globalization, increased competitiveness, and the speed and volume of information available (Katzenbach, 1998). Dionne et.al, (2004) stated an individualized consideration, intellectual stimulation, and idealized influence/inspirational motivation can lead to efficient returns such as shared vision, employee's commitment, enhance healthy working conditions, and maintain effective performance. The study of Passakonjaras & Hartijasti (2020), transformational leadership create more value than transactional leadership adopted by the managers in Indonesian enterprises, which enhance team cohesiveness, communication, and

conflict resolution. Very popular researchers (Bass and Avolio, 1994) stated that a leader exhibits idealized, inspiringly motivating behaviors when they speak confidently about the future, inspire confidence for the accomplishment of tasks and goals, and present an exciting vision of organizational progress.

Many studies have been conducted regarding different perspectives of leadership style in terms of how leadership works, what makes leaders successful, and how to lead successfully. Beyene (2022) came to the conclusion that organizational performance is influenced by leadership style and that leaders who used both transactional and transformational leadership styles outperformed those who used autocratic leadership. According to Bass (1994), it is crucial to use transformational leadership to improve team decision-making skills. Further, stated that transformational leadership is an essential to interact, create cohesiveness, and reduce conflict among members in every organization.

Nepal's richness is also influenced by its beautiful natural sceneries, multi-cultural, multi-lingual, norms, values, geographical variability and its history. Due to Mt. Everest, the birthplace of Lord Buddha, Rivers, National Parks, Wild animals and many more distinctive features, it is well-known in the world (Mt. Everest Base Camp Trekking Nepal with Base Camp Excursion, 2019). Regarding the cultures and religion of Nepal astound and attract tourists. Nepal's amazing natural riches put it at the top of the list of "must visit" nations. Visitors and tourists travel from all over the world to explore the nation's offerings. Additionally, the long unwritten history of Nepalese society, which is diverse in terms of caste/ethnicity, language, religion, and culture is mostly preserved through oral history and cultural practices like myths and legends. Values, beliefs, and customs have undergone several transformations and have been replaced by new ones. Understanding how distinct leadership philosophies influence firm's outcomes is necessary in diverse situation. The view on transformational leadership was first introduced by renowned political historian James Mac Gregor Burns. In order to boost and promote motivation and excitement, Burns (1978) established the idea of reciprocal assistance among leaders and followers. Burns advocates about the changing of subordinate's expectations and attitudes, transformational leaders encourage them to work together for shared objectives Regarding Burns' idea, leaders may empower their subordinates by adopting transformational leadership style to encourage them, help them, reach their full potential and change the culture in addition to create a long-term vision.

Based on its history, Nepal's hotel industry is among the oldest in the world. In the past, Nepal's hotel industry was less developed than it is today. Therefore, performance of Nepal's five-star hotels may be directly impacted by transactional, transformational, autocratic and democratic leadership styles. Hence, the leader needs to use the right strategy and style in order to achieve the stated goal of success. If hotel industry of Nepal can adopt an effective style of leadership, formulate policies and strategies to increase performance, it might transform from a shadow to a light. In terms of the historical scenario, Nepal's leadership context has seen a significant transformation. The success, as well as failure of the organization highly depends on the leader's capability and skills (Khajeh, 2018). For influencing attitudes, values, norms and beliefs of an organization's people, transformational leadership fosters a shared mindset to achieve the company's objectives. This leadership approach often yields better outcomes than transactional leadership (Bass & Avolio, 2000). In actuality, both influencer and followers can develop suitable style of leadership to maintain an environment of change behavior (Howell & Shamir, 2005). Numerous academics are concentrated about methods, approaches as well as contributions of leaders to bring corporate productivity of organization in Western nations.

However, relatively little study has been done regarding our context. The main purpose of this study is to evaluate and examine the impact of various styles of leadership in corporate's outcome in Nepalese hotel industry. Hence, the study is conducted to fill this gap by examining the connection of leadership styles with firm's performance in Nepalese setting.

LITERATURE REVIEW

Over the last four decade, leadership has played a crucial and inevitable role in every organization. Due to consumer awareness, technological transformation and fast growing worldwide market competition, leadership has become an important aspects of corporate's success. Leadership has been extensively studied in range of contexts and theoretical frameworks. The effects of leadership approaches and styles on firm's performance have been the subject of several research (Karacsony, 2021; Khajeh, 2018; Koech& Namusonge, 2012). There are numerous ideas regarding how leadership functions, why leaders can be successful and what makes leaders successful, and how to encourage followers for the achievement of organizational objectives in efficient manner. Many researchers (Benard, 1926, Blake, Shepard and Mouton, 1964; Drath and Palus, 1994; Fiedler, 1967; and House and Mitchell, 1974) concluded that an appropriate leadership enhance better organizational outcomes. Further, study by Pearce et al. (2003) stated about transactional leadership theory, Vroom (1964) introduced Expectancy theory, House (1971) derived Path-goal theory, and Adams (1963) introduced Equity theory. In the same time, another theory was introduced by Homans, (1961) concentrated in Exchange theory and Luthan & Krietner (1985) developed the theory of Reinforcement. Another Charismatic leadership theory was introduced by House (1977) and transformational leadership (Burns, 1978). Likewise, Robinson (2005) suggested about pattern of behavior, which leaders behave during work with and by others can be defined as style of leadership like autocratic, democratic, transactional and transformational. An autocratic leadership is a leader-centric leadership, focuses on those who empower the rewards, have centralized with authority and acquire rights through position. A leader with an autocratic style is one that prioritizes only on own tasks, such influencers have full power over their followers and decision making (Daft, 2005). On the other hand, democratic leadership practices have a positive effect in enhancing organization's psychological contract (Bhatti et al. 2012). Members of the group participate more actively in decision-making under democratic leadership (Bhargavi & Yaseen, 2016). The results of these finding suggested that democratic leadership creates positive attitude to utilize employee's vision, ideas knowledge, methods, experiences and competencies in organizational decision-making process. Researchers (Tannenbanum & Schmidt, 2012; Rukmani et. al, 2010; Choi, 2007; Al Khajeh, 2018) have found that this approach to learning is usually among the best, resulting in higher output, better group contributions, and enhanced morale.

According to renowned academics like Burns (1978) and Bass (1985), the foundation of transactional leadership is the reciprocal and deterministic interaction between a leader and their subordinates. Both leaders and followers have significant influence and power. In this perspective, a leader may motivate and influence members of an organization. It is concluded that the transactional leadership style is based on social psychological exchange theory. The majority of companies are adopting emerging leadership style such as transformation, which was developed by Burns in 1978 and enhanced by Bass (1994). Especially those that are dynamic and actively seeking change and care about their followers and understand how their activities influence the team members are transformational leaders. They concentrate and work to develop followers who are more devoted to the leader's goal because they are driven by high

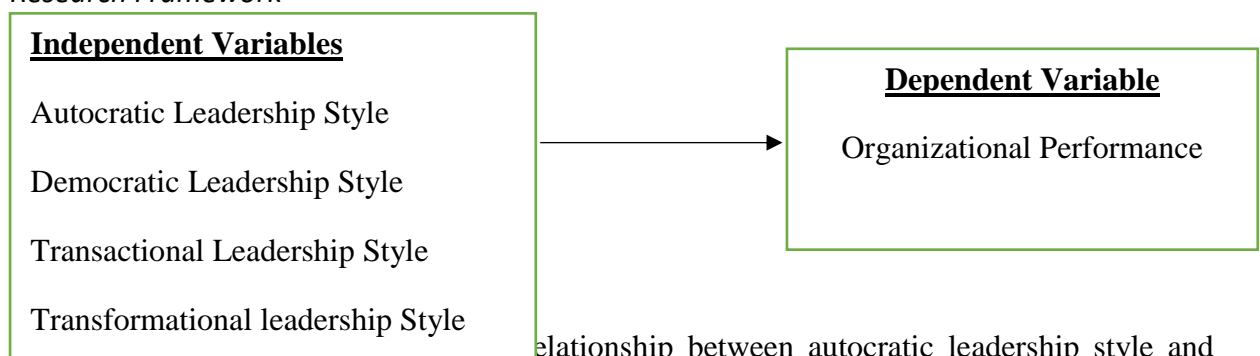
internal values (Avolio & Yammarino, 2002). Hence, managers in the hospitality business might give several motivators for employees to boost their job happiness. By considering previous studies, it is concluded that the leadership styles are significant instruments for motivating employees to achieve organizational objectives.

In recent years, the connection between organizational success and leadership style has gained a lot of attention. Research indicates that organizational performance is significantly impacted by leadership style. Karacsony (2021) discovered a strong correlation between organizational performance and leadership styles. Regarding previous research, an autocratic leader enjoys dominating and controlling subordinates (Daft, 2005) and Lester (1975) stated that a leader, who establish open and effective communication with members taking part in decision making process is practicing democratic leadership style. Whereas, Passakonjaras and Yanki (2020) have concluded that members of the organization normally follow their superiors who practice transformational leadership higher than those who use transactional and laissez-fair leadership. Therefore, organizational performance is significantly impacted by the transformational leadership style (Buil et al., 2019). Effective leadership is necessary for any company to succeed and create organizational transformation, regardless of the industry or size of the company, according to a number of empirical findings. Good leadership is a key component of efficient business processes.

Many researchers discovered that having strong and effective leadership skills increases the likelihood of improving performance and inspiring employees to give their all. Ineffective leadership, on the other hand, will limit the performance of the organization (Hersona & Sidharta, 2017; Khajeh, 2018; Passakonjaras & Yanki; 2020; Buil et al, 2019; Haider et al, 2015, Karacsony, 2021). As previous researchers mentioned, organizational performance is enhanced by revolutionary leadership. Furthermore, the democratic leadership style focuses on employee's participation and raising their voice in decision making process (Khajeh, 2018). Therefore, employees will perform better when they know that their thoughts and opinions are valued. Hence, appropriate leadership style enhances better organizational performance. On the basis of a thorough literature review, this study offers the following conceptual framework, depicted in Figure 1 illustrated the connection between leadership styles and organizational performance.

Figure 1

Research Framework



relationship between autocratic leadership style and organizational performance

H2: There is positive and significant relationship between democratic leadership style and organizational performance

H3: There is positive and significant relationship between transactional leadership style and organizational performance

H4: There is positive and significant relationship between transformational leadership style and organizational performance

H5: There is positive and significant relationship between leadership styles and organizational performance.

METHODS

This research is based on quantitative approach. To obtain research objectives, descriptive as well as causal comparative research design have been implied. All the employees of five star hotels established in Nepal are population for this study. There are 16 five star hotels located in Kathmandu Valley (Jha & Rijal 2023) and total employment in five star hotels are 3065. Structured questionnaire is prepared and distributed to 400 respondents and 341 complete responses are taken as a sample to analyze by following the Krejcie and Morgan's (1970) table for sample determination. From Morgan's table, it is stated that 341 sample is sufficient for a population up to 3500. The data are collected through physical as well as online modes.

In this study, data are collected by using a 5-point Likert scale to record respondent's perceptions about leadership styles and organizational performance. Descriptive analysis is used to analyze the practices of leadership styles and further correlation and regression has been administered to analyze the relationship between leadership styles and their impact on organizational performance because these analysis were deemed appropriate for addressing the research objectives. Regression analysis has been conducted to examine the strong relationship and impact between two or more variables of interest. The development of the questionnaire is based on autocratic leadership style (ALS), democratic leadership (DLS), transactional leadership styles (TANLS) and transformational leadership style (TRAFSL), as an independent variable and organizational performance (OP) is taken as a dependent variable. There are 35-items scale, which are obtained from the previous studies (Bass, 1985; Al Khajeh, 2018; Koech & Namusonge, 2012) and independent variables such as Autocratic (7-items), Democratic Leadership style (7-items), Transactional Leadership styles (7-items) and transformational leadership style (7-Items) are taken for the study. The next one is organizational performance based on the 7-items scale is adopted from (Bass 1985). To test the reliability and internal consistency of variables, Cronbach's Alpha has been calculated. The value of Cronbach's Alpha of five variables are found greater than 0.70 from reliability test in Table 1. Hence, the results indicate all variables implied in this study are statistically reliable.

Table 1

| Variables | No. of Items | Cronbach's Alpha |
|--|--------------|------------------|
| Autocratic Leadership Style (ALS) | 7 | 0.734 |
| Democratic Leadership Style (DLS) | 7 | 0.807 |
| Transactional Leadership Style (TANLS) | 7 | 0.757 |
| Transformational Leadership Style (TRAFSL) | 7 | 0.787 |
| Organizational Performance (OP) | 7 | 0.820 |

Coefficient of Cronbach's Alpha

Note, Questionnaire Survey, 2025

ANALYSIS AND RESULTS

At first, descriptive statistics is performed. The results in the table 2 shows that 58.7 percent of

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respondents are male and 41.3 percent are female. It indicated that the majority of respondents are male in hotel industry. There are 79.8 percent of respondents are married, 16.1 percent are unmarried and only 4.1 percent respondents are single. It demonstrated that most of the employees are married in Nepalese hotel industry. Regarding work experience, 35.2 percent respondents are working for 1-5 years, 53.1 percent of employees have 6-10 years of work experience and only 15.7 percent have above 10 years of work experience. It exhibited that most of the employees have 6-10 years of work experience. 49.9 percent of respondents are working at the age of 20-30 years, 44.2 percent of employees are currently working in the age of above 30 years and very few respondents i.e. 5.9 percent are working under the age of 20 years. It reveals that most of the respondents are working in the hotel industry are mature. There are 60.1 percent respondents have passed Bachelor Degree and 35.8 percent employees have passed Master Degree. The surprising results, only 4.1 percent of respondents have passed above Master Degree.

Table-2
Respondents Profile and Background Information

| Respondent Profiles | Classification | Frequency | % |
|-------------------------|----------------|-----------|------|
| Gender | Male | 200 | 58.7 |
| | Female | 141 | 41.3 |
| Marital Status | Married | 272 | 79.8 |
| | Unmarried | 55 | 16.1 |
| | Single | 14 | 4.1 |
| Work Experiences | 1-5 years | 120 | 35.2 |
| | 6-10 years | 161 | 47.2 |
| | Above 10 years | 60 | 17.6 |
| Age | Under 20 | 20 | 5.9 |
| | 20- 30 | 170 | 49.9 |
| | Above 30 | 151 | 44.2 |
| Educational Achievement | Bachelor | 205 | 60.1 |
| | Master | 122 | 35.8 |
| | Above Master | 14 | 4.1 |

Note, Questionnaire Survey, 2025

Table 3 shows the correlation between autocratic, democratic, transactional and transformational leadership styles and organizational performance ratings. As it can be seen, correlations of democratic leadership style and firm's performance rating is high (0.62, $P < 0.01$), whereas correlation between autocratic leadership style and organizational outcome is (-0.37, $P < 0.01$). It indicates negative and insignificant relationship of autocratic leadership style and firm's outcome, whereas correlations between transactional leadership style and organizational performance is (0.43, $P < 0.01$) and correlations analysis among transformational leadership style and organizational performance stands for (0.54, $P < 0.01$).

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As expected, autocratic leadership style is not significantly positively correlated to organizational performance. It exhibits that there is no practices of autocratic leadership styles in Nepalese five star hotel industry.

Table 3

Relationship between Leadership Styles and Organizational Performance

| | OP | ALS | DLS | TANLS | TRANLS |
|--------|---------|---------|------|-------|--------|
| OP | 1 | | | | |
| ALS | -0.37** | 1 | | | |
| DLS | 0.62 | -0.58 | 1 | | |
| TANLS | 0.43 | 0.64 | 0.68 | 1 | |
| TRANLS | 0.54 | -0.43** | 0.75 | 0.54 | 1 |

*Note***Correlation is significant at the 0.01 level (2-tailed).

Table 4 depicts that influence of leadership styles on firm's outcomes. The beta coefficient value of democratic leadership style is 0.581 with a significant value of 0.000 and found a positive effect on firm's performance whereas beta coefficient value of autocratic leadership style is -0.168 with significant value of 0.025. Hence: it indicates that there is negative impact of autocratic leadership on firm's performance. Similarly, beta coefficient value of transactional leadership and transformational leadership style are 0.241 and 0.256 respectively by significant value of 0.003 and 0.002. It exhibits positive and significant impact of transactional, transformational leadership styles on firm's outcomes. Hence, the analysis shows three leadership styles such as democratic, transactional and transformational have positive impact on firm's performance, as evidenced by p-value and standardized coefficients.

Table 4

Impact of Leadership Styles on Organizational Performance

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------|-----------------------------|------------|---------------------------|-------|-------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.477 | 0.362 | | 4.081 | 0 |
| ALS | -0.154 | 0.068 | -0.168 | 2.274 | 0.025 |
| DLS | 0.481 | 0.064 | 0.581 | 7.542 | 0.000 |
| TANLS | 0.277 | 0.090 | 0.241 | 3.071 | 0.003 |
| TRANLS | 0.289 | 0.060 | 0.256 | 2.412 | 0.002 |

Dependent variable: Organizational Performance

DISCUSSION

The ultimate focus of this study is to analyze and examine the impact of leadership styles on firm's outcomes of five star hotel in Kathmandu Valley. To achieve this, the researcher needed to first assess the practices and relationship between leadership styles and performance in Nepalese five star hotels. Based on the descriptive analysis, results showed that most of the respondents are male, married and have 6-10 years of work experience. It demonstrated that

moderate experienced workers are involving in five star hotels. Regarding age of the respondents, very few of the participants in this study are below twenty years of age. It revealed that five star hotels hire mature employees. Results exhibited that most of the respondents have passed Bachelor Degree and very few of the respondents are above Master Degree achievers. It indicated that employees of hotel industry, who are currently working may not be able to continue further academic degree.

The correlation results showed the connection among autocratic leadership style and organizational performance in Nepalese five star hotels. It exhibited a negative relationship with ($r = -0.37$, $P < 0.01$). It revealed that autocratic leadership style does not encourage the employees for higher performance. This conclusion is not supported by the study of (Karacsony, 2018), as this research showed the positive relationship within autocratic leadership and firm's performance. Other leadership styles like democratic, transactional and transformational showed positive and significant connection to firm's performance with ($r = 0.62, 0.43$ and 0.54 ; $P < 0.01$) respectively. Such findings advocated that Nepalese five star hotel industry may encourage their employees towards to perform better as per their expectations by practicing democratic, transactional and transformational leadership styles. The findings of this study are in the line of previous study (Khajeh, 2018). As per the literature review, transformational leadership helps in developing employee's skills whereas democratic leadership helps to enhance creativity and increase decision making skills.

By considering the results of regression analysis, leadership styles such as autocratic ($\beta = -0.168$, $P > 0.05$), democratic ($\beta = 0.581$, $P > 0.05$), Transactional ($\beta = 0.241$, $P > 0.05$) and transformational ($\beta = 0.256$, $P > 0.05$) are significantly independent predictors of organizational outcomes. This implies that three leadership styles such as democratic, transactional and transformational have a significant effect on organizational performance except autocratic leadership style as it has negative impact on organizational performance due to strict controls and measurements.

Regarding hypothesis, the first hypothesis (H1) states that autocratic leadership style has positive and significant impact on firm's outcomes. This hypothesis is not supported by the findings of the study, as p-value is greater than 0.05. But the finding align with previous research conducted by Koech & Namusunge (2012). The hypothesis H2 asserts that democratic leadership style positively impact on firm's outcomes, as p-value is less than 0.05. This hypothesis is supported by the findings of Karacsony (2021). The third hypothesis (H3) stated that there is significant positive impact of transactional leadership style in organizational performance. This hypothesis is also accepted by the results of the study. The next Hypothesis i.e. (H4) advocates that transformational leadership has positive and significant impact in firm's performance, which is confirmed by the results of the study and the findings are consistent with the results of Bass (1994). Except H1, overall results for H2, H3 and H4 indicate that democratic, transactional and transformational leadership style significantly contribute in improving performance of the organization. These findings emphasize the critical role of leadership styles for achieving firm's expectation and desires. By considering the results of the study, democratic leadership is the best one as it shows the highest beta coefficient value, which indicate positive and significant contributor for generating higher performance.

CONCLUSION

Leadership styles plays a crucial role in the life of every organization. The success and failure of the organization is highly depends on leadership styles, adopted by the managers in the organizations. For managers to be able to drive organization effectively and efficiently requires an appropriate leadership style. The purpose of this study was examining how leadership style

affects organizational performance. The findings demonstrated that leadership style has a significant influence on organizational success. The skills and capability of managers such as leading people strategically in the organization that acquire, organize, utilize and motivate towards to improve competitive positioning and overall success. Moreover, in this competitive business environment, effective leadership style enhances organizational agility and adoptability through the culture of learning and exchanging ideas, methods and knowledge of employees under the proper styles of leadership in the organization. According to the study's findings, leadership styles and organizational performance were significantly correlated. This trend is supported by Karacsony (2021) and Khajeh (2018), where manager's effectiveness through appropriate leadership styles enhance organizational performance. Therefore, in order to succeed in the cutthroat economic world, any organization especially five star hotels must chose an appropriate leadership style. Based on the study's findings, it leads to the conclusion that managers in Nepalese five star hotels are best served by transformational and democratic leadership styles. Overall, it can be said that hotel industries are very important and necessary in the Nepalese economy as this sector may generate high revenue for the nation. Therefore, Nepalese five-star hotel's managers are encouraged to embrace democratic and transformational leadership style and include team members in decision making process. Also, they may inspire their employees for innovation, team work and establish two way communication system to share their views, ideas, vision, knowledge and experiences that leads to job satisfaction, increase productivity and subsequently increase organizational performance.

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