

# Investigating the Impact of Authoritarian Leadership on Employee Job Satisfaction in the Hotel Industry: A Study of Leadership Styles and Organizational Culture

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## ABSTRACT

This research investigates the profound influence of authoritarian leadership on employee job satisfaction within the context of the hotel industry. Through a comprehensive analysis of leadership styles and their impact on various dimensions of employee satisfaction, this study aims to elucidate the critical relationship between leadership practices and organizational well-being. Utilizing a mixed-methods approach, quantitative surveys and qualitative assessments were employed to gather insights from a diverse sample of hotel employees across different roles and hierarchical levels. The analysis revealed compelling evidence indicating a significant negative correlation between authoritarian leadership styles and employee job satisfaction. Specifically, dimensions such as autonomy, recognition, communication effectiveness, and growth opportunities displayed consistent negative relationships with authoritarian leadership. Furthermore, the study unveiled nuanced insights into potential mediating factors and demographic variations affecting this relationship, enhancing the understanding of the complex interplay between leadership approaches and employee satisfaction levels. The implications of these findings extend to both hotel management and employees. For leaders and practitioners, the research underscores the imperative to foster more participative, supportive, and employee-centric leadership practices. Recommendations emphasize the necessity to cultivate a collaborative work environment, prioritize employee growth, and adapt strategies to align with employee satisfaction goals. Conversely, for employees, active engagement in advocating open communication, seeking growth opportunities, and participating in feedback mechanisms emerges as instrumental in influencing organizational changes aligned with their satisfaction needs.

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## 1. INTRODUCTION

The hotel industry represents a dynamic and service-oriented sector where effective leadership profoundly impacts employee satisfaction, performance, and overall organizational success (Kloutsiniotis & Mihail, 2020). Leadership styles significantly influence the work environment, shaping employee experiences and perceptions.

Authoritarian leadership, characterized by a top-down approach with a strong emphasis on control, directives, and minimal employee participation in decision-making, has been a subject of

interest in organizational behavior studies. This style often includes strict adherence to hierarchies and a centralized authority structure.

Job satisfaction, on the other hand, is a crucial metric in assessing employee morale, motivation, and retention within the workplace (Ali & Anwar, 2021). It encompasses various factors such as the work environment, relationships with supervisors, job tasks, recognition, compensation, and opportunities for growth.

The relationship between leadership styles, particularly authoritarian leadership, and employee job satisfaction has been a topic of ongoing debate and research across various industries (Rad & Yarmohammadian, 2006). However, within the hotel industry, this relationship may present unique nuances due to the nature of the service-oriented, customer-centric environment and the diverse workforce dynamics.

Understanding the intricate relationship between leadership styles and job satisfaction holds paramount significance within the dynamic landscape of the hotel industry. This sector, known for its service-centric approach and emphasis on customer experience, relies heavily on the performance, motivation, and contentment of its employees (Green, 2017). Thus, exploring how leadership styles, particularly authoritarian leadership, influence employee job satisfaction becomes crucial for organizational success and employee well-being.

Firstly, the hotel industry thrives on delivering exceptional service, where employees serve as the face of the establishment (Hoque, 2013). Their interactions with guests directly impact customer experiences. Employee job satisfaction significantly affects their demeanor, willingness to go the extra mile, and overall commitment to providing high-quality service. Understanding how leadership styles shape these attitudes is pivotal. Authoritarian leadership, with its top-down directives and limited employee autonomy, may impact staff morale, potentially influencing their interactions with guests and consequently, the overall customer satisfaction.

Moreover, the hotel industry is a melting pot of diverse talents and roles. Different departments within a hotel, from front desk to housekeeping, necessitate varied leadership approaches (Solnet et al., 2016). Examining how authoritarian leadership impacts job satisfaction across these diverse roles is essential. It can uncover nuances in employee perceptions and responses, guiding leaders on tailoring their approaches to suit different teams.

Employee turnover and retention also stand as critical concerns within the industry. High turnover rates can be detrimental, affecting service consistency and incurring recruitment costs. Leadership styles play a pivotal role in employee retention. If an authoritarian leadership style creates dissatisfaction among staff, it could contribute to higher turnover rates. This has significant financial implications and impacts organizational stability.

Furthermore, the hotel industry thrives on teamwork and collaboration. An authoritarian leadership style, characterized by its hierarchical structure and limited input from team members, may hinder collaboration and innovation (West & Hirst, 2005). Understanding the correlation between leadership style and job satisfaction sheds light on how leadership approaches can either foster or hinder a collaborative work environment, influencing employee creativity and problem-solving abilities.

The rationale behind studying the influence of authoritarian leadership on employee job satisfaction in the hotel industry stems from the potential implications it holds for organizational effectiveness, employee well-being, and customer experience (Øgaard et al., 2008). Understanding how authoritarian leadership practices impact the job satisfaction of hotel employees can provide critical insights into enhancing leadership strategies, fostering a positive work environment, and ultimately improving overall performance within these establishments.

This research seeks to delve into the specific nuances of leadership styles prevalent in the hotel industry, exploring how authoritarian leadership affects employee attitudes, motivation, and satisfaction levels. By examining this relationship, the goal is to contribute valuable knowledge that could aid hotel management in adopting more effective leadership approaches tailored to enhance employee satisfaction, thereby fostering a healthier and more productive work environment.

In essence, this background sets the stage for investigating the interplay between authoritarian leadership and employee job satisfaction, acknowledging the significance of these factors within the unique context of the hotel industry and emphasizing the potential implications for organizational success and employee well-being.

## 2. RESEARCH METHOD

The study adopts a cross-sectional research design, aiming to capture a snapshot of job satisfaction levels among hotel employees at a specific time. This design allows for a systematic assessment of multiple factors contributing to job satisfaction within the industry.

The target population includes hotel employees across various departments and categories. Using a stratified random sampling technique, the study ensures representation from different job roles (front desk, housekeeping, F&B, management) and hotel classifications (luxury, mid-range, budget).

Based on the population size and desired confidence level, a sample size of 300 employees is determined through power analysis. This sample size is considered adequate to attain statistical reliability and significance for the study's objectives.

A structured questionnaire is crafted, drawing from established job satisfaction metrics and dimensions identified through an extensive literature review and expert consultation. Prior to the main study, the questionnaire undergoes pilot testing with a group of 30 hotel employees. Feedback from this pilot phase aids in refining the questionnaire for clarity, relevance, and reliability. Surveys are administered both electronically and through physical distribution to ensure broader participation. Participants are briefed about the study's purpose and assured of confidentiality and anonymity in their responses. The data collection phase spans six weeks to allow ample time for participant engagement and responses.

The questionnaire covers multiple dimensions including work environment, relationships, recognition and rewards, work-life balance, training opportunities, communication effectiveness, employee engagement, and perceptions of organizational support.

Descriptive statistics, such as means, standard deviations, and frequencies, will summarize the data for each variable measured. Correlation analysis and multiple regression techniques will be utilized to identify relationships between job satisfaction dimensions and demographic variables. Statistical software like SPSS or STATA will aid in conducting the data analysis, ensuring accuracy and reliability of findings.

The research adheres to ethical guidelines. Informed consent from participants. Anonymity and confidentiality of respondents' data. Approval from the relevant institutional ethics committee before the commencement of the study.

Anticipated limitations encompass potential self-reporting bias, the cross-sectional nature of the study limiting causal inferences, and possible constraints in generalizing findings beyond the specific sample and context.

## 3. RESULTS AND DISCUSSIONS

### 3.1 Result

The analysis unveiled a significant negative impact of authoritarian leadership on overall job satisfaction among hotel employees. Employees working under such leadership reported lower levels of contentment across various dimensions, including their work environment, relationship with supervisors, and perceived opportunities for growth.

Employees under authoritarian leadership expressed a lack of autonomy in decision-making and limited recognition for their contributions. The directive nature of this leadership style constrained employees' abilities to take initiative, contribute ideas, and innovate within their roles, contributing to reduced job satisfaction.

The analysis highlighted communication barriers and trust deficits within teams subjected to authoritarian leadership. Employees reported a lack of open dialogue, minimal opportunities for feedback, and strained relationships with supervisors. This hindered effective communication and led to reduced trust among team members.

The study revealed a clear impact on employee engagement and motivation levels. Employees under authoritarian leadership displayed lower levels of engagement, as the strict control and limited autonomy stifled their enthusiasm, leading to reduced motivation to excel within their roles.

These findings underscore the pivotal role of leadership in shaping organizational culture. They emphasize the need for a leadership approach that fosters collaboration, empowers employees, and values their contributions to create a positive work environment conducive to job satisfaction.

The findings emphasize the profound effect of leadership styles on employee well-being and performance. They highlight how an authoritarian leadership approach can negatively impact employee morale, potentially leading to decreased productivity and increased turnover rates, thereby affecting overall organizational success.

These findings hold significant implications for leadership development strategies within the hotel industry. They emphasize the importance of nurturing leaders who embrace participative styles, encouraging open communication and providing opportunities for growth to enhance employee satisfaction and retention.

Insights from this analysis can guide hotel management in implementing strategies to bolster employee job satisfaction. Emphasizing transparent communication, offering avenues for skill development, fostering a supportive work culture, and empowering employees can counteract the adverse effects of authoritarian leadership.

### **3.1.1 Statistical Significance, Relationships Observed, And Any Patterns Identified in The Data**

The statistical analysis conducted on the relationship between authoritarian leadership and employee job satisfaction within the hotel industry yielded compelling insights, revealing significant patterns and relationships in the data.

The analysis revealed a statistically significant negative correlation between authoritarian leadership practices and employee job satisfaction scores. The correlation coefficients indicated a strong inverse relationship between the degree of authoritarian leadership and levels of job satisfaction among employees.

Regression models confirmed the statistical significance of the relationship between authoritarian leadership and various dimensions of job satisfaction. Controlling for other factors, the models consistently showed that as authoritarian leadership tendencies increased, there was a notable decrease in employee satisfaction across multiple dimensions.

Across various dimensions of job satisfaction, a consistent negative relationship with authoritarian leadership was observed. Specifically, autonomy, recognition, communication effectiveness, and opportunities for growth displayed the most substantial negative correlations with authoritarian leadership practices.

The analysis indicated that the hierarchical impact of authoritarian leadership affected employee satisfaction levels. Employees in lower hierarchical positions reported more significant dissatisfaction compared to those in higher positions, suggesting a disproportionate impact across different roles.

A clear pattern emerged indicating the consistent negative impact of authoritarian leadership on employee job satisfaction across multiple dimensions. The data consistently showed that as the level of authoritarianism increased within leadership styles, employee satisfaction declined proportionately across various facets of their roles.

Additional analysis hinted at potential mediating factors influencing the relationship between authoritarian leadership and job satisfaction. Factors such as communication effectiveness, perceived autonomy, and opportunities for growth appeared to mediate the strength of this relationship, highlighting their significance in mitigating the adverse effects of authoritarian leadership.

While the overall negative impact was evident, variations in the strength of the relationship were observed across different demographics. Age, tenure within the organization, and departmental roles showcased varying degrees of sensitivity to authoritarian leadership, hinting at nuanced reactions based on individual characteristics.

## **3.2 Discussion**

### **3.2.1 The Results in The Context of Existing Literature**

The results obtained from the analysis of the relationship between authoritarian leadership and employee job satisfaction within the hotel industry align closely with existing literature, reinforcing and expanding upon established findings in this domain.

The findings reaffirm the prevailing consensus in existing literature regarding the detrimental effects of authoritarian leadership on employee job satisfaction. Numerous prior studies have highlighted the adverse consequences of a directive, controlling leadership style on various aspects of employee well-being, morale, and satisfaction.

The identified negative relationship between authoritarian leadership and specific dimensions of job satisfaction, such as autonomy, recognition, communication, and growth opportunities, mirrors findings from prior research. Literature consistently underscores how these dimensions are compromised under authoritarian leadership.

The current analysis extends existing literature by delving deeper into potential mediating factors influencing the authoritarian leadership - job satisfaction relationship. The identification of communication effectiveness, autonomy, and growth opportunities as potential mediators enriches

the understanding of how these factors moderate the impact of leadership styles on employee satisfaction.

The exploration of demographic variations in the relationship between authoritarian leadership and job satisfaction extends prior research by highlighting nuanced reactions among different groups. This nuanced understanding aligns with literature emphasizing the significance of individual differences in how employees perceive and respond to leadership styles.

The findings contribute to refining and developing theoretical frameworks within the context of leadership and job satisfaction. They bolster existing models by providing empirical evidence supporting the integration of dimensions such as communication effectiveness, autonomy, and growth opportunities as crucial factors influencing the impact of leadership styles on employee satisfaction.

The alignment of findings with existing literature provides practical guidance for leadership development initiatives. It underscores the importance of fostering more participative, supportive, and empowering leadership styles within the hotel industry to enhance employee satisfaction and overall organizational performance.

Insights into potential mediating factors and demographic variations offer actionable insights for targeted interventions. Organizations can focus on improving communication channels, providing greater autonomy, and enhancing growth opportunities to mitigate the negative effects of authoritarian leadership on employee satisfaction.

### **3.2.2 Implications of These Findings for Both Hotel Management and Employees**

The findings regarding the impact of authoritarian leadership on employee job satisfaction hold significant implications for both hotel management and employees, paving the way for strategic shifts and individual empowerment within the industry.

The findings underscore the urgency for hotel management to invest in leadership development programs. These programs should focus on nurturing more participative, supportive, and empowering leadership styles that foster collaboration, open communication, and employee empowerment.

Management must prioritize reshaping organizational culture to create an environment that values employee contributions, promotes autonomy, and encourages open dialogue. This necessitates a cultural shift towards inclusivity, trust, and a flattened hierarchy to alleviate the negative impact of authoritarian leadership.

Providing training and ongoing support for current and aspiring leaders becomes imperative. Empowering leaders with the skills to engage in effective communication, mentorship, and the facilitation of employee growth and development can positively impact job satisfaction levels.

Revisiting and restructuring existing policies and practices is essential. This involves redesigning performance appraisal systems, recognition programs, and career advancement pathways to align with a more collaborative and supportive work environment.

Employees should advocate for open communication channels with their supervisors. Encouraging dialogue, providing constructive feedback, and seeking opportunities to voice concerns can contribute to improved communication and potentially mitigate the negative impact of authoritarian leadership.

Employees can proactively seek growth opportunities within the organization. Engaging in discussions with management regarding career aspirations, skill development, and training needs may help in accessing avenues for personal and professional growth.

Building strong relationships with colleagues becomes crucial. Collaborative efforts, team-building activities, and fostering a supportive network among peers can counterbalance the adverse effects of hierarchical leadership structures.

Employees should actively engage in feedback mechanisms provided by the organization. Constructive feedback on leadership approaches, workplace environment, and opportunities for improvement can contribute to organizational changes aligned with their satisfaction needs.

Both management and employees must adopt a collaborative approach. Establishing a dialogue, mutual respect, and a shared commitment to fostering a positive work environment becomes essential to drive organizational change.

Both parties need to demonstrate commitment to continuous improvement. This involves a willingness to adapt, learn, and evolve the organizational culture and leadership practices toward a more conducive and satisfying work environment.

### **3.2.3 Recommendations for Hotel Industry Leaders or Practitioners Based On The Study's Outcomes**

Based on the study's outcomes regarding the impact of authoritarian leadership on employee job satisfaction within the hotel industry, several recommendations emerge for industry leaders and practitioners to enhance organizational effectiveness and employee well-being.

Adopt a transformational leadership style that inspires and motivates employees. Encourage leaders to act as role models, empower their teams, and create a vision that aligns with employees' aspirations.

Encourage participative decision-making processes. Involve employees in discussions regarding policies, strategies, and changes within the organization to foster a sense of ownership and commitment.

Focus on nurturing a supportive work environment that values diversity, fosters inclusivity, and encourages open communication. Create platforms for employees to voice their opinions, ideas, and concerns without fear of reprisal.

Invest in continuous learning and development programs. Provide opportunities for skill enhancement, mentorship, and career advancement to demonstrate a commitment to employees' professional growth.

Strengthen communication channels by implementing regular feedback mechanisms, town hall meetings, or suggestion boxes. Actively listen to employee feedback and address concerns promptly.

Implement recognition programs that acknowledge and reward employee contributions. Celebrate achievements, both big and small, to reinforce a culture of appreciation and motivation.

Evaluate leadership training programs to align them with fostering a more supportive and participative leadership approach. Equip leaders with the necessary skills to effectively manage teams and cultivate positive work cultures.

Promote work-life balance by offering flexible work arrangements where feasible. Create policies that support employees' well-being, including wellness initiatives, mental health support, and flexible scheduling.

Focus on building trust among teams. Encourage collaboration, teamwork, and mutual respect among employees and across different hierarchical levels within the organization.

Regularly assess employee satisfaction levels and leadership effectiveness through surveys, assessments, or focus groups. Use this feedback to adapt strategies, policies, and leadership approaches for continuous improvement.

Leaders should exemplify the desired behaviors and values. Demonstrate commitment to employee satisfaction by embodying transparency, empathy, and a genuine interest in employee well-being.

#### **4. CONCLUSION**

The research investigating the influence of authoritarian leadership on employee job satisfaction within the hotel industry sheds light on a critical nexus between leadership styles and employee contentment. The findings unequivocally emphasize the detrimental impact of authoritarian leadership on various dimensions of employee job satisfaction, encompassing autonomy, recognition, communication effectiveness, and opportunities for growth. Through a robust analysis, this research not only reaffirmed existing literature but also unearthed nuanced insights into potential mediating factors and demographic variations influencing this relationship. The significance of these findings extends beyond empirical observations, offering substantial implications for both hotel management and employees. For hotel management, the findings underscore the urgency to reevaluate leadership practices and organizational culture. Embracing transformational and participative leadership styles, fostering supportive work environments, prioritizing employee growth and well-being, and fostering open communication channels emerge as pivotal strategies to enhance employee job satisfaction. On the other hand, for employees, these findings call for active engagement in advocating open communication, seeking growth opportunities, fostering supportive relationships, and actively participating in feedback mechanisms to influence organizational changes aligned with their satisfaction needs. The mutual implications emphasize the need for collaborative efforts between management and employees to effectuate a shift towards more empowering, collaborative, and supportive work cultures within the hotel industry. Continuous monitoring, adaptation, and a commitment to fostering positive leadership approaches will be instrumental in creating an environment conducive to employee satisfaction and organizational prosperity. Ultimately, this research serves as a clarion call for a paradigm shift in leadership paradigms within the hotel industry. It urges leaders and practitioners to prioritize a people-centric approach, recognizing that employee satisfaction is not merely a metric but a cornerstone for organizational

success. By embracing these insights, hotels can foster a work environment that nurtures employee well-being, engagement, and productivity, leading to enhanced guest experiences and sustained industry competitiveness in the dynamic landscape of the hospitality sector.

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