

**THE NATIONAL UNIVERSITY OF SCIENCE  
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**FACULTY OF COMMERCE  
GRADUATE SCHOOL OF BUSINESS**

**THE ROLE OF LEADERSHIP STYLE IN  
ENHANCING TOURISM: THE CASE OF  
ZIMBABWE TOURISM AUTHORITY**

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## **ABSTRACT**

This applied qualitative research was inspired by practices problems that continue to plague the hitherto promising tourism industry in Zimbabwe. Deliberately avoiding the commonly peddled debate of the impact of politics, macro economic and other exogenous factors of tourism the research elected to investigate the internal factors, specifically the role of leadership style in enhancing tourism. The main object of study was Zimbabwe Tourism Authority while it was also found prudent to benchmark that parent case with a best-case practice. South African Tourism on one hand and a not so good one Zambia National Tourist Board as support cases.

Specifically, the multiple case study sought to identify and describe leadership practice and work behaviour with a view to gleam possible linkages. Having determined the sampling methods the descriptive study resolved on use of unstructured interviews, interview schedules and questionnaires and a time tested LPC scale to solicit responses on work behaviour and leadership style respectively. It was attempted to balance the otherwise qualitative research by applying statistical methods of data analysis. Histograms, pie charts, standard deviations were used to communicate the results of the research.

The study established that:

- ◆ Zimbabwe Tourism Authority practices a task-oriented leadership with little concern for the welfare of its employees. Leadership style tended to be bureaucratic.
- ◆ Leadership at Zimbabwe Tourism Authority was found to be ineffective
- ◆ Work behaviour was found to be generally negative while the internal culture was impersonal and conflictuos.

By contrast, the South African Tourism leaders were found to have high concern for their employees, practicing democratic style leadership.

- ◆ Workers at South African Tourism tended to be happy and job satisfied, while South Africa ranked highest as a tourist destination.