REFERENCES


Sanhueza, José Antonio., (2011), Leadership development and its effects on organizational performance,” Diss. Massachusetts Institute of Technology.


APPENDICES

APPENDICE -1.0  EMPLOYEES PERSONAL DETAILS

Hotel Name____________________
Name :                                                     Dept :

____________________________________________________

1. Sex                  :         Male   /     Female

2. Age                  :          below 25yrs          26-35                  36-45           Above 45

3. Qualification    :             Up to H.Sc         Diploma             Degree              PG & Above

4. Total service     :           below 5 yrs       above 5-10          Above 10- 15        15-20
(After course completion)

□ Above 20 yrs
APPENDICE 2.1 QUESTIONNAIRE FOR MANAGERS

a. PLEASE READ each item carefully.
b. THINK about how frequently you engage in the behavior described by the item.
c. DECIDE whether you (A) Always (B) Often, (C) Occasionally, (D) Seldom or (E) Never act as described by the item.
d. PUT a tick mark √ against each of the question as per your opinion.
   A = Always
   B = Often
   C = Occasionally
   D = Seldom
   E = Never

<table>
<thead>
<tr>
<th>S.NO</th>
<th>QUESTION</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MANAGEMENT COMMITMENT TO SERVICE QUALITY</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>I feel strongly about improving the quality of my organizations services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I enjoy discussing quality-related issues with staff in my organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I explain the importance of providing high quality service to my employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I often discuss quality-related issues with people outside of my organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Providing high quality services to our customers should be the number priority of my organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>I am willing to put in a great deal of effort beyond that is normally expected in order to help my organization deliver high quality services to our customers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>The way I feel about quality is very similar to the way organization feels about quality.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>I really care about the quality of my organizations services</td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
<td>E</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>PARTICIPATIVE LEADERSHIP STYLE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>I encourage employees to participate in important decisions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I encourage employees to speak out when they disagree with a decision.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I make important decisions without involving employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I make most decisions without asking employees their opinion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EMPOWERING LEADERSHIP STYLE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>I allow employees complete freedom at work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I permit employees to use their own judgment in solving problems.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I encourage initiative in my employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I assign tasks, and then let employees handle them.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I turn employees loose on a job, and let them go to it.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>I trust employees to exercise good judgment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>