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**NIGERIAN AND EXPATRIATE MANAGERS: A COMPARATIVE
STUDY ON THE IMPACT OF LEADERSHIP STYLES ON
EMPLOYEES' JOB SATISFACTION**

Abstract:

This paper is a comparative analysis of the leadership styles of both Nigerian and expatriate managers and their impact on employees' job satisfaction. Its objective was to determine the characteristics of the leadership styles of Nigerian and expatriate managers and to ascertain whether these styles had similar or contrasting impact on employees' job satisfaction in the hospitality industry. Respondents were selected from 5 hotels in Benin City, Edo State, Nigeria. The data were collected through personal administration of 133 copies of the questionnaire. The study used frequency distribution, mean, standard deviation, t-test statistics analysis, simple regression analysis and tables as major statistical tools for data analysis and test of hypotheses. The analysis revealed that both Nigerian and expatriate managers' leadership styles have positive impact on employees' job satisfaction. It was however, discovered that Nigerian managers' leadership styles have more positive influence on job satisfaction than expatriates' style of leadership in Nigerian hospitality industry and that workers are more satisfied with Nigerian managers' leadership styles than expatriate managers' leadership styles. The study therefore, recommends that management generally, and expatriate managers of organisations in particular evaluate their current leadership styles and adopt more effective leadership styles that bring out the very best in their employees as they constitute the most important stakeholders of any organisation.

Keywords:

Nigerian Manager, expatriate Manager, Leadership Style, Employee, Job Satisfaction, Hospitality Industry