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***Critically evaluate the different approaches to leadership
and their effectiveness within the hotel industry***

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Leadership in the hospitality industry is a critical aspect that is shaping the industry dynamics. Leaders can bring significant changes and provide solutions to the industry wide issues (Armstrong, 2012). The essay will evaluate the various leadership theories in the tourism and hospitality industry. It will critically discuss the pros and cons of those theories. The relevant leadership styles to the hospitality industry will also be explained.

Robert R. Blake and Jane S. Mouton introduced the managerial grid model (Uhl-Bien, 2020). This model has been a well known framework in the field of organisational behaviour and leadership (Baytok et al., 2023). It emphasises on people's concerns and production concerns. The two dimensions are utilised to create five different leadership styles. The first leadership style in the grid is impoverished management. It has lower concerns for both two dimensions. Country club management is the second management style in the grid. It has higher concerns for the people dimension but lower concerns for the production dimension (de Bruin, 2020). The third leadership style in the grid is authority compliance leadership style. Leaders of such kind have lower concerns in the people dimension while they have high concerns in the production dimension (Boddy, 2020). The fourth leadership style is middle of the road management within the leadership grid (Uhl-Bien, 2020). Team management is the fifth leadership style of the grid and is considered to be the most effective because leaders have a high level of concerns for both dimensions (Baytok et al., 2023). Employees' wellbeing is ensured along with achieving the organisational goals and objectives (Mullins and Dossor, 2013). The managerial grid model framework is relevant to apply for the position of hotel general manager in the hospitality industry. Because the managers aim to attain effective team management (Vargas-Sevalle et al., 2020). They need to set high standards so that they can bring

efficiency in the hospitality operations. They also make the hospitality business environment favourable for the employees' well-being by encouraging team collaboration (Baytok et al., 2023). The leaders recognise that exceptional guest experience has a direct correlation with employee satisfaction. Highly satisfied employees treat the guests better (Baytok et al., 2023). Companies in the UK hospitality industry are likely to utilise team management style. Cross-training initiatives of the leadership grid can help the employees to understand the various leadership roles in the companies (Huertas-Valdivia et al., 2022). The particular leadership grid can enhance communication and foster a collaborative environment that is preferred by the employees. For example, the general manager can apply the framework to set high standards for the team and promote team collaboration and support to ensure a favourable workplace environment for the employees. The employees will have a clear understanding of their job roles and responsibilities and deliver exceptional guest experiences and services.

John Adair's Action-Centred Leadership (ACL) model is a well-known model for leadership in the hospitality industry (Uhl-Bien, 2020). The model explains that the leaders in the hospitality industry can facilitate better service delivery to the guest's experience by balancing three organisational aspects (Mulder, 2019). They need to maintain balance in the tasks, team, and individual. These are the three core areas for the leadership approaches. The leadership role starts with the goal setting and objectives for the various organisational activities or tasks (Baytok et al., 2023). The tasks may aim to achieve efficiency in the hotel operations and guest satisfaction. The leader creates different teams delegating the tasks. This model emphasises that they should provide the necessary support and ensure a favourable environment for team collaboration (Uhl-Bien, 2020). The collaborative efforts provide a seamless guest

experience and address all the guest issues quickly. Individual development is the third aspect of this model (Baytok et al., 2023). The leaders should undertake the development activities for the employees. The employees are provided with the necessary training and development opportunities to grow in their careers and contribute to the organisational success (Huczynski and Buchanan, 2019). Whitbread PLC, the parent company of Premier Inn, applies the model in the organisation. The leadership practices of the company are aligned with the model. The hotel has made the delivery of high-quality service (the task) a priority, undertook necessary initiatives to maintain a strong and motivated team (the team), and ensured that all the employees (the individual) receive the training and development at opportunities (Adair, 2009). Because of the model's alignment with the organisation's leadership, the managers of the hotel can effectively lead the organisation and maintain its reputation (Mullins, 2016).

Douglas McGregor's Theory X and Y explains two contrasting views on the organisational workforce (Uhl-Bien, 2020). The theory covers workforce motivation and management aspects. There can be made two sets of assumptions on the organisational workforce. First, the first set of assumptions may explain that the workforce likes to perform the tasks and they are motivated as they get the opportunity and support to perform the tasks (Gannon and Boguszak, 2013). The second assumption is that the workforce does not like to do work and perform their responsibilities (Dlamini, Garg and Muchie, 2017). Such contrasting views are addressed by the theory and it directs the managers on how the workforces of different types should be managed. Theory X provides a negative view of the employees and it explains that employees are resistant to organisational change (Baytok et al., 2023). They are inherently lazy and are less motivated to perform their work responsibilities.

If they get any chance, they will try to avoid work. Managers who possess such a view of the workforce become authoritarian (Mullins, 2019). Their management style adopts different approaches such as coercion, strict control, and top-down communication to communicate with the employees and provide feedback instantly. They closely supervise the employees to get the maximum performance. Usually, the management prefers to establish a hierarchical structure under the theory because it provides a narrow span of control (Boddy, 2020). Theory Y provides a positive view of the workforce. It explains that the employees are not lazy. Rather they are hard-working and self-motivated to perform their responsibilities. They actively pursue different opportunities to grow in their careers (Mullins, 2016). The managers who apply the theory in the workplace focus on creating a favourable environment for the employees so that they can effectively perform their jobs and implement creativity through their task completion. The managers become participative and they decentralised the power within the organisation (Russ, 2013). Usually, theory X is less favoured in the hospitality industry. The Ritz London applies MacGregor's theory Y. The company has a high level of employee engagement and empowerment because the leader encourages the employees to be creative and undertake their own responsibilities. The company provides comprehensive training and development opportunities to the employees. The managerial practices of the company are aligned with the theory Y's principles (Ritz Carlton, 2024). The effective use of the theory has helped the company to create a strong position in the industry by offering exceptional services.

The leadership theories have their pros and cons. These theories are not appropriate to use in the hospitality context at all times. Blake and Mouton's managerial grid might be favoured by the leaders or managers within the hospitality workplace because of its various positive aspects (Saltik, 2023). The model advocates

that leaders should apply team management leadership style in the organisation because the particular style has both high concerns for the people and production (Boddy, 2020). The theory makes the work environment productive and harmonious by maintaining a balance between the two aspects (Dlamini, Garg and Muchie, 2017). The model has some limitations. Its oversimplifying nature is unable to grasp the complex challenges of the leadership. It ignores the situational factors while situational factors can have a significant influence on the leadership style (Roberson, 2005). The ideal leadership style of the model is not always applicable for all instances. Adair's Action-Centred Leadership (ACL) is also subject to the assessment of strengths and weaknesses of the model. The leadership framework applies the practical aspects of the organisation and the leadership and it explains the importance of balancing tasks, team, and individual needs (Mullins, 2016). The model is highly flexible and adaptable to the dynamic changing business environment. However, the leaders need to consistently monitor and manage the three crucial aspects which may not be practical in all circumstances. It does not provide any specific leadership types, instead, it guides to adopt a set of balanced actions within the organization (Boddy, 2020). The model assumes that all three areas are equally important to achieve organisational success. The assumption is not always right because sometimes the three factors can have different importance based on the organisational perspectives and challenges (Armstrong, 2012). McGregor's Theory X and Y also have some pros and cons and the theory is different from the previous two theories and framework. The theory's assumptions have a significant influence on the management styles of the organisation. The management styles get adjusted based on the employee behaviour (Huczynski and Buchanan, 2019). Theory Y is aligned with the modern views on the workforce. It encourages to establish a participatory management style. However,

theory X is considered to be an outdated idea. The dichotomy between the two theories: X and Y may seem too simplistic (Galani and Galanakis, 2022). It can not reflect the complex human behaviour. It does not provide any guidelines or approaches to transform from one theory to another (Boddy, 2020). Therefore, Blake and Mouton's grid is a visual framework of leadership while Adair's ACL model guides to balance of tasks, team, and individual needs within the hospitality businesses. MacGregor's theory X and Y provides the different perspectives on human behaviour at the workplace (Uhl-Bien, 2020).

The hospitality industry has unique needs and preferences from other industries in the UK. The leadership styles within the industry must align with the needs and preferences of the hospitality businesses (Mullins and Dossor, 2013). Transformational leadership style is a leadership style in which leaders have the capabilities to inspire and motivate the followers so that they all can pursue the common goals and objectives of the organisation. The leaders can set organisation's vision and foster innovation (Kim et al., 2023). Most importantly, they can implement significant changes to transform the organisational Processes. Academic studies e.g., Dlamini, Garg and Muchie (2017) on hotel management show that transformational leadership is the most preferred leadership style. Because it can drive significant organisational changes and achieve the goals and objectives (Vargas-Sevalle et al., 2020). Servant leadership is different from transformational leadership (Boddy, 2020). It is also relevant to the hospitality industry. The leaders focus on the growth and well-being of the employees and the stakeholders. They consider themselves to be the servants of the people. As a result, they form a tendency to serve other people effectively (Ozturk et al., 2021). Marriott International's approach to taking care of the employees can be related to the servant leadership style. Because the company

assumes that if it takes care of the employees, the employees will take care of the customer needs (Gibbons, 2023). Another relevant leadership style in the tourism and hospitality industry is participative leadership. The leadership style integrates the democratic principles into the practices. The leaders do not make the organisational decisions unilaterally. Instead, they include the team members and other key stakeholders in the decision-making process (Ahn and Bessiere, 2022). Employees are satisfied in such a leadership style because they can express their ideas and thoughts and they feel valued and have a sense of ownership of the organisation (Dlamini, Garg and Muchie, 2017). Hilton Hotels applies a participative leadership style. The company's approach to encourage employees at all levels to share their ideas and feedback is aligned with the participative leadership style (Bova, 2020).

The leadership styles and theories need to be integrated into the managerial activities to make the leadership activities effective (Boddy, 2020). There are differences between manager and leader. Manager involves in planning, organising, and controlling activities to achieve organisation's goals while leader is involved in inspiring the followers to achieve certain outcomes (Mullins, 2019). The leaders can be managers as they perform the certain managerial activities. They make plans for the organisation. The plan can be short-term or long term. It must include the specific goals and objectives specify that will be achieved through the organisation's operation (Boddy, 2020). The leaders are required to manage the resources and organise the tasks so that they can successfully implement the plan. They perform control tasks to evaluate the result of the task accomplishments. Based on the result, they can make future plans in such a way that they can manage the businesses more efficiently and effectively (Huertas-Valdivia et al., 2022).

The leadership theories provide a clear understanding into the leadership aspects. Before applying any leadership theory, organisations should consider their capabilities and strategic directions. It will ensure that they can choose the right leadership theories. In the hospitality industry, transformational leadership is more suitable because the leadership style can address the growing challenges within the industry and lead to success. Moreover, the leaders can also be managers by accomplishing the managerial activities in their roles.

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