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BA (Hons) Leadership and Management Skills for the Workplace Module:

Emergent Leadership Skills in the Workplace

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Executive Summary

This study explored the issue of leadership. Leadership is addressed by the "directing function" of management, and the hotel sector was the subject of this investigation. One of the most important aspects of this job is delegating tasks to employees. Collaboration and acknowledging subordinates' contributions are essential for effective leadership. since modified environments don't always lend themselves to the use of conventional methods. It's also essential to reassess leadership tactics in light of shifting external circumstances. Many studies on both traditional and contemporary leadership philosophies can be found in the literature on leadership in the hotel sector.

TASK 1

INTRODUCTION

The primary goal of this study is to investigate leadership approaches in the hotel industry. The variations encompass perishability, variability, intangibility, and inseparability (Kotler, Bowen & Makens, 2006). Due to goods not being able to be maintained on hand and the income loss associated with an unsold room, hotel rooms are perishable. Hotels aim to differentiate themselves in this area by including training and motivational speakers in their HR initiatives since front desk staff members have a significant influence on how clients perceive the hotel. Effective and motivated front-line employees are critical to the service industry's ability to ensure customer satisfaction. According to Ford and Heaton (2001), delivering exceptional customer service is the foundation of the hotel industry's. The manager's main objectives are to establish stability, emphasize standards and guidelines, and exercise control. On the other hand, leaders concentrate on developing their vision and pointing their employees in that direction. To inspire and motivate staff members, a leader assists them in aligning their specific needs with the department's and organization's overall objectives (Spitzbart, 2013:69).

Justification of Choice

The hotel industry depends heavily on professional management and leadership

Choosing the hotel industry to study is fundamental because the hotel industry requires all of the traits and skills of an understanding and caring leader. It takes a leader who is an effective influencer to bring out the quality and talents of their job in the highly demanding fields of

hospitality and tourism. However, we hope that this study will contribute to the literature as it is mainly focused on the hotel industry

J.M. Burns has been developing what are considered as modern leadership practices since 1978. With Bass's contribution, it now has additional aspects. This research have introduced fresh perspectives on leadership. Strategic leadership, charismatic leadership, transformational leadership, transactional leadership, and servant leadership are these. Below is an explanation of these five leadership philosophies (Bektaş, 2016:45).

Current Leadership Approaches in the Hotel Sector

Leadership through Transactions

The goal of transactional leadership is to accomplish an objective using an exchange, or "shopping," relationship between the leader and the followers (McCleskey, 2014:122). In this relationship, followers only engage in negotiating rather than working together to reach conclusions. (Özyılmaz and Ölçer, 2008:130). The basis of the relationship between a leader and their followers is how each person affects the other leadership to motivate staff in are interim

Leadership that Transforms

Scientific research by Bernard M. Bass has shown that "transformational leadership" encompasses universal principles (Bass, 1985: 1997). Influence, trust, and admiration are generated in followers by transformational leadership (Singh, 2015:753). In the hotel sector, this leadership style fosters the interests and abilities of followers while setting high standards. It

also satisfies the staff members' demand for self-expression. According to Özyılmaz and Ölçer (2008), a transformative leader is someone who raises awareness of the group's interests rather than their own Yılmaz (2011)

Charismatic Leadership

Max Weber explained "the ability to perform miracles" or "predict future events" using the concept of charisma (Sayılı and Baytok, 2014:117). Weber clarified that charisma refers to a leader's exceptional skills rather than conventional or official authority. High personal power is associated with charismatic leadership in this setting. The charismatic leader's personality is absorbed by his followers, who have a great deal of faith in him. (Okçu, 2011: 440).

Strategic Leadership

With the growing significance of strategic management in the hotel sector, strategic leadership has also gained relevance. Hambrick and Mason originally applied this idea in 1980 in a study on an organization's senior management (Yılmaz, 2011: 96).

According to Badr and Hussein (2021:73), "strategic leadership is also the ability to forecast the future, define a vision, and be flexible to change environmental circumstances.

There are two ways that strategic leadership varies from other forms of leadership. In the first, strategic leadership is limited to senior managers. Secondly, managers pay attention to both strategic and ordinary duties (Sayılı and Baytok, 2014:132). Senior managers in hotels need to possess conceptual skills because strategic leadership calls for them. As is well known, though, the plan will continue to function as a plan as long as it is kept under wraps. To put it another way, the approach will cease to exist once it is made public.

Servant Leadership

Cobert Greenleaf introduced servant leadership to the literary canon at the beginning of the 1970s.

This style of leadership places the leader's "serving" of his followers as its first and sole priority (Koçel, 2015:685). "A leader who practices servant leadership places a strong emphasis on serving their followers, which can create a dual drive to lead and serve others" (Daswati et al., 2021:507). When acting in this situation, a servant leader puts his followers' wants and desires ahead of his own. He is not after fame, power, or any other selfish goal with this notion. The servant-leader acts delicately and thinks about how his choices may effect his people

Concept of different leadership

transactional leadership:

There are three fundamental components of transactional leadership. These three aspects are disinterested leadership, management by exception, and contingent reward. These are explained as follows:

Contingent Reward:

The team leader establishes objectives and determines the type of reward the employees will receive upon reaching those objectives. When the team members reach the predetermined objectives, the leader rewards them both materially and morally.

When rewards are given, workers put forth more effort. The contingent reward is seen as a successful transaction in this sense. Under the contingent compensation scheme, workers

receive ongoing supervision and feedback regarding any errors they committed while on the job (Bakan et al., 2015: 204).

Management by Exceptions:

Management by exception. We refer to these as passive and active dimensions. In management by exception, not every procedure and issue is handled directly by the leader. Rather, it steps in when anything goes wrong. This management approach is particularly useful when employee performance is really low. In the passivity dimensions, the leader does little more than wait for issues to surface and then reacts when they do. When a transactional leader chooses the management by passive exceptions style, they typically don't try to solve problems. Rather, anticipate that its adherents will resolve issues pertaining to organizational operations (Yavuz and Tokmak, 2009:18).

Disinterested Leadership Approach:

The leader leaves the followers alone when using this style of leadership. When appointed managers lack the necessary leadership skills, this is frequently observed. Certain leaders shirk their duties and hesitate to make choices. There is no contract between the leader and his followers while using the uninterested leadership method. More so than others, these leaders shirk responsibility. When relationships are not maintained, leadership practices are disregarded (Okçu, 2011:447). When faced with circumstances, a disinterested leader does not take initiative. Rather, by resolving the immediate issue, it responds reactively.

Transformational leadership

Consisting of four qualities (McCleskey, 2014:120). According to Spitzbart (2013:70), these are idealized leadership, inspirational motivation, individualized consideration, and intellectual stimulation leadership. Apfiasari et al. (2021:2) present a description of these measurements.

The Ideal Management Style: Two main elements make up idealized leadership.

Idealized leadership

First are the leader's deeds; second are the characteristics that are associated with the leader.

Extremely respected leaders take chances. These leaders embody the thoughts and feelings of those who follow them. Positive attitudes and actions are modeled by morally upright and transformational leaders for their followers. Motivating Inspiration: Inspiration comes easily to transformative leaders because they are their followers' thoughts and feelings in physical form.

It is easy for followers to accomplish the goals that their leader lays out.

Inspiring Motivation: Since they are a reflection of their followers' emotions and ideas, transformational leaders are able to inspire their followers with ease. The objectives stated by their leader are effortlessly attained by followers. The creative emotions of his followers are also revealed by the leader (Jamesa and Ogbunya, 2013:356). Additionally inspiring and motivating to his followers are the leader's eloquence and problem-solving abilities.

Intellectual Stimulation:

Transformational leaders anticipate that their followers will solve problems creatively and with novel ideas and methods (Bowman, 2021:11). The team members' ideas are valued by the transformational leader. As a result, his staff is open to implementing innovations.

Individualized Attention:

Transformational leaders strive to live up to the high standards set by their followers. For this reason, he is regarded by his supporters as "one of us." A leader of this kind makes sure that their followers put forth a lot of effort (Singh, 2015:753). Transformative leadership encompasses traditional leadership traits as well, according to Bass et al.'s observations based on data from leadership studies. Apart from the aforementioned aspects, transformational leadership possesses the following general qualities (Yılmaz, 2011:81)

Charismatic Leadership

The charismatic leadership style of a leader has a direct correlation with the perception of their followers. If the charismatic leader's acts go unchecked, the followers and the leader may eventually run into problems that neither of them had expected. Charismatic leaders are known to struggle with using authority, communicating a vision, relating to subordinates, and upholding societal norms. Generally speaking, chaotic leadership is bad if the leader's influence becomes unmanageable after the crisis has passed. This also suggests a type of leadership that falls under the purview of "destructive leadership" research. Often referred to as "toxic leadership," this style of leadership entails the leader's

Strategic leadership

There are two ways that strategic leadership varies from other forms of leadership. In the first, strategic leadership is limited to upper management. Secondly, managers provide attention to both strategic and ordinary duties (Sayılı and Baytok, 2014:132). Senior managers in hotels need to possess conceptual skills because strategic leadership calls for them. But as far as it is known, as long as it stays under wraps, the plan will be a plan. Stated differently, the approach will cease to exist once it is made public. Thus, in the hotel industry, strategic leadership is essential.

having a good understanding of the opportunities and dangers in the outside environment. In this particular context, Ülgen and Mirze (2007:375) articulate the following qualities that a strategic leader should possess: -To look into the future, - To formulate a concept, Being adaptable, - Capability to manage uncertainty, Encouraging staff members, In order to meaningfully and favorably influence other people's emotions, ideas, and behaviors, In order to properly manage staff, Building positive relationships with stakeholders, - Regularly challenging and growing one's own set of values and skills and - The capacity to make audacious decisions in light of environmental factors

Servant leadership

According to Bowman (2021:11), "servant leadership is an other-oriented approach to leadership that manifests through one-on-one prioritizing of followers' individual needs and interests and the outward reorientation of [the leader's] concern for self towards concern for others within the organization and the larger community." Instead than depending on charisma

or emotions, servant leadership promotes empowerment and autonomy through shared decision-making and participatory thinking. It is primarily concerned with the growth and development, moral character, and well-being of followers (Rabiul, 2021:2).

Instead than being instilled from the outside, this style of leadership comes from the leader's inner convictions. Scripture quotes Jesus' teachings as the source of Greenleaf's concept of servant leadership. In the development of the concept of servant leadership, there are 10 key components. Saylı and Baytok (2014) cite these as follows: Aware of the environment, persuading, thinking critically, being responsible, listening to followers, empathizing, enhancing the process, and concentrating on society

PERSONNEL

The staff members' expectations from The individual who reconciles the organization's conflicts is the leader. Making sure of this, the leader ought to turn into an inspiration to the followers. Integrating followers into the organization is greatly influenced by the attitudes and actions of the leader. The leader must therefore be consistent in both speech and deeds. In terms of organizational dedication and productivity, a leader's actions and the favorable opinion that his followers have of him are crucial. Because of this, the leader should use his resources of power to balance organizational and personal ambitions. Legitimate power, reward power, coercive power, expert power, and charismatic power are the typical power sources utilized by the leader (M A leader can enhance the emotional commitment of his followers to the organization by leveraging the power sources mentioned above.

Support for organizational commitment is also positively impacted by organizational culture.

Employee dedication to the company increases with organizational culture strength (Apfiasari et al., 2021:8). Employees that have a higher emotional commitment to the company have favorable attitudes toward it and are happy to work there. Employees are willing to work for an organization if they have a strong emotional attachment to it (Meyer, Allen, 1991: 67).

Increasing productivity and efficiency also heavily depends on fortifying the organization's workforce. Because empowerment has both psychological and personal components, various people will interpret it differently.

Expectations from the modern leader

taking the characteristics approach into account, the leader's personal qualities contribute to his effectiveness. Conceptual ability, intelligence, credibility, reliability, accuracy, empathy, and listening abilities are typically included in the traits (Sayılı and Baytok, 2014:19): - Conceptual capacity: One of the most crucial traits of a leader is this capacity. Developing a management strategy requires conceptual talent. The leader must therefore possess intellectual abilities.

Intelligence: Another definition of intelligence is intellectual capacity. The most remarkable and characteristic quality that sets an individual apart from others is intelligence. The leader benefits from this attribute by developing their ability to comprehend others, solve problems, come up with new ideas, and acquire new abilities.

Credibility:

One of the key factors influencing the followers' acceptance of the leader is their credibility.

Trust: The most significant factor in a leader's reputation is trust. A leader loses their ability to lead when they can no longer be trusted by their following. Thus, the leader needs to skillfully exploit both material and sociopsychological aspects in order to foster confidence. When trust is built up in a company, the leader and the employees can work together to accomplish shared objectives.

Truthfulness: One of a leader's most crucial social capitals is honesty. By using this social capital, the leader can effectively carry out the guiding action and win the followers' trust.

Empathy: is the capacity of a leader to comprehend their people by placing himself in their position.

Good Listener: The foundation of the traditional management methodology

The ideas of organizational justice are based on how the workforce believes the boss is treating them. Perceptions like this lead to outcomes including job satisfaction, organizational commitment, organizational citizenship behavior, and management trust (Erenel, 2012:12).

The current leadership strategies

Organizational fairness is given priority by personnel when characterizing the ideal manager.

The staff prefers to collaborate with the manager who upholds organizational fairness because of this. Sincerity One of the fundamental qualities of a leader need to be honesty. because

followers pay great attention to what their leaders say and do. Additionally, it is hard for a sincere person to act improperly

The field of organizational justice comprises three distinct forms of justice. They are listed below:

Distributive justice: is the belief that every person's achievements ought to be valued equally.

Distributive justice affects how employees view certain results, such as pay and promotions. Put another way, it's about the fairness of the methods, frameworks, and processes used in determining what constitutes success. As stated by Erenel (2012).

Procedural justice

is the manager's evaluation of justice based on the caliber of interpersonal relationships.

Employee participation in the development of the processes that decide rewards or the process of determining awards is guaranteed by procedural justice (İçerli, 2010:83).

interactional justice

According to İçerli (2010), interactional justice is when managers respectfully and honestly inform their staff of the procedures they use to make distribution decisions. Interactional justice can be positively impacted by managers who show employees respect and consideration.

Specifically, it was found that the manager-employee relationship and interactional justice had a substantial positive association (Demirel, 2009: 152). Ensuring organizational justice is a crucial strategy for lowering conflict between managers and staff and promoting the development of positive social relationships (Konovsky, 2000:495).

Truthfulness: One of the fundamental qualities a leader ought to possess is truthfulness.

because those who follow a leader closely emulate their words and deeds. A sincere individual finds it tough to act improperly as well.

The root of all evil is false speech, which is the antithesis of truthfulness. Someone who lies will find it easy to display actions that are against the law and morality. It is humanistic and moral to be truthful, and it is as inhumane and immoral to lie. Since lying not only ruins relationships but also makes people's rights obsolete (Özavşar and Doğan, 2009:49).

Establishing Trust: One of a leader's most crucial resources is trust. The faith that his followers have in him allows the leader to succeed.

Building trust is essential for success in business, and actions and attitudes that could be detrimental to it should be avoided (Kıngır and Okçu, 2011: 375). Without trust, the other components lose their value. Every crucial component, including strong academic training, problem-solving abilities, and enthusiasm

Increasing Workplace Morale:

The leader must maintain staff morale and motivation at high levels in order to improve the quality of working life in the company. The leading staff's abilities can be seen by maintaining a positive attitude. When employees are not motivated and morale is low, they are unable to show their actual strengths. The employees' organizational commitment to the firm grows when the CEO boosts their morale.

Employee Empowerment:

First, the leader needs to make the personnel stronger. For the leader, empowered team

members are equally crucial. A team that is empowered is more likely to take the initiative. The leader therefore need less control. The leader saves time in this way and may devote it to making more calculated choices. A leader's capacity for empowerment is demonstrated by their readiness and ability to delegate authority, responsibility, and autonomy to their followers" (Bowen, 2021:13).

RECOMMENDATIONS

A leader's capacity for empowerment is demonstrated by their readiness and ability to delegate authority, responsibility, and autonomy to their followers" (Bowen, 2021:13). According to Çavuş (2008), the fundamental components of the staff empowerment paradigm are as follows:

Establishing a strong leadership structure should come first. - Two-way communication needs to be developed and encouraged. The creation of application groups is necessary. The company needs to set up a successful rewards program. It must be made sure the individual takes part in management. It has also been demonstrated that in order to lead effectively and have a beneficial impact on the organization, a leader needs to develop their leadership abilities.

Someone who sets an example for others to follow is someone who leads by example. The attitudes and actions of an organization's leader have a big impact on how well its members integrate. Therefore, the leader's actions and words must line up.

Five practices are common to personal-best leadership experiences, according to Kouzes and Posner (2002) in their best-selling book The Leadership Challenge. They are:

- 1 Lead by example; deeds speak louder than words.

2) Inspire a shared vision by speaking the language of the constituents, engaging in dialogue, trying to understand people's dreams and hopes, and being enthusiastic; (3) Challenge the Process: Look for opportunities, recognize good ideas, and problems shape leaders; (4) Enable others to act: foster collaboration, teamwork, and trust; (5) Encourage use of genuine acts of caring, recognition, and celebration; ensure people see the benefits. Spend time, work side by side with colleagues, tell stories that make values come alive, be highly visible during times of uncertainty, and ask questions. Dearlove and Coomber (2009; 55) make use of the power sources listed above. Employees are inspired to follow managers who possess transformative leadership.

Conclusion

In the hotel business, social life now involves leadership. because a single person is always in charge of an organization. At first, the characteristics of the leaders who direct culture were prioritized; later, the leader's behavior became more important. Then, by analyzing traits and actions collectively, contingency leadership became more significant. Thus, the conclusion has been made that the leader should respond to the circumstances. The traits of "transactional" and "transformational leadership" have gained prominence in the modern period. With this strategy, it is acknowledged that the leader will succeed by giving his subordinates the freedom to change and grow in the direction he desires.

The transactional and transformational leadership philosophies have been expanded upon in the postmodern period. Additionally, in this day and age, leadership styles such as charismatic,

strategic, and servant have all surfaced. Whatever style of leadership is chosen, followers look on leaders to exhibit these kinds of qualities: to treat them fairly, to tell the truth, to instill confidence in them, and to inspire and uplift them. They do, however, look on the leader to be open-minded, accepting, modest—not haughty—sharing, and educating. The leader must perform individual accounting, behave inclusively, and make judgments by continually considering the perspectives of those who follow him in order to meet these objectives.

Task 2: Reflective Statement

INTRODUCTION

I am utilizing Gibbs' Six Steps Reflective Cycle (1988, p. 49) to help me evaluate my leadership potential and personality. The several varied skills and traits of character that make up leadership may come easily to a person or may take some time to acquire. I have worked as a room service staff in hotels which helped me to Exhibit my mental, physical, and emotional resilience while gaining valuable experience in soft skills. I am a driven, considerate, compassionate goal-oriented person.

I consider myself to be someone who is dedicated to achieving my goals and who knows exactly what I want out of life. In addition, I have an open mind and a strong desire to learn more about a variety of subjects. I am an obliging, modest, and supportive individual who is helpful to others.

I continue to have productive relationships with others. The next step is to continue developing my communication skills to increase my confidence to have all the necessary leadership skills to oversee my catering business

FEELING

There are times when I need to get to know someone before I feel completely comfortable in their presence

Self-awareness is the cornerstone of emotional intelligence. My capacity to relate to my own emotions affects my capacity to relate to those of others. When I'm not sure what I'm doing, I worry about looking foolish and feel like a failure when I make a mistake. I also think about the impact my actions might have on other people. This is the reason I usually start to worry. Being in a setting where I am valued and not stigmatized is something I enjoy. I strived to be polite around others so they would feel at ease around me.

Evaluation

The following are some areas in which I need to improve my intellectual ability. Credibility, Intelligence, Empathy, and Good Listening.

One of a leader's most crucial attributes that enables them to develop a management strategy is **intellectual ability**. Enhancing this skill is what I'm working on.

Intelligence. The capacity to comprehend and engage with others is a benefit of this quality for a leader, and I am working to develop myself better at it.

Credibility. the most crucial factors in followers' acceptance. A leader's reputation is primarily derived on their trustworthiness. I promote honesty, Being truthful to myself and other

Empathy on the part of the leader is defined as comprehending followers by putting oneself in their shoes. I conduct myself toward others according to how I would want to be treated

Good Listener: The cornerstone of the conventional management style is "The leader speaks, and the assistants listen, a leader must be a skilled listener. I am working to get better at this skill.

ANALYSIS,

Listening is a necessary skill for effective communication. Effective leaders say less and listen more because they are also keen listeners. My line of work necessitates frequent interaction with others, so developing my communication skills and obtaining the courage to communicate difficulties with others are critical.

In order for me to establish and maintain strong interpersonal connections, supporting good conduct is necessary. A manager that exemplifies thoughtfulness, compassion, and warmth is more likely to win over professional friendship and loyalty.

Honesty is among a leader's most crucial social capitals. By using this social capital, I will be able to effectively carry out the directing action and win the followers' trust. As a result, the leader's actions and words should complement one

Empathy: Self-awareness is the first step towards developing emotional intelligence. Our ability to relate to our own emotions affects our ability to relate to others' feelings, which in turn has a significant impact on our behaviour.

Credibility. When supporters lose faith in a leader, that leader's capacity to lead is compromised. Therefore, I will skilfully use both material and socio-psychological aspects to promote confidence.

My Intelligence can also be defined as intellectual aptitude. IQ is the most noticeable and characteristic trait that makes a person stand out from the crowd. The capacity to pick up new skills, solve issues imaginatively, understand others, and get to know them are all advantages of this trait.

Action Plan

My desire is to stay in university to further my understanding of sustainable company management and to build my leadership abilities. This will help me to continue growing intellectually and confidently. To fulfil my goal, I intend to keep learning more about Business management sustainability, because I run my own catering business and want to have all of the leadership skills necessary to oversee the daily operations of my catering company and make sure the kitchen is operating well.

INQUIRY

To carry out my plan, I will begin by researching the next leadership and management program level to find out the start and end dates so that I can plan my calendar around studies and business.

DEADLINE

It would be good for me if I could complete and achieve my gold going forward within one year.

Accomplishment standards

Through running my own business, I will evaluate my skill level and see if I have achieved the progress required to run a viable and successful business. Based on the consumer feedback that I obtained

CONCLUSION

I gained knowledge about the significance of many leadership theories and techniques from this training. I learned about its characteristics and the focus group method from it. It gave me the tools I needed to support me in my studies and taught me how to take accountability for my decisions and those of others. It also taught me about myself how to accept responsibility and make tough decisions. I learned the value of several leadership ideas and techniques from this training. It has taught me about qualities and attributes as well as focus group procedures. It gave me the support I needed to help me study it and taught me how to take charge, make tough decisions, and accept accountability for my actions and those of others And gave support when it is needed and also see

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