

BMIH5004 Management and Organizational Behavior

Essay On

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

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Lecturer: Lola Villard-Coles

Student Name: Ana Pescleveï

Student ID: [2208738](#)

Introduction

In the hotel industry, leadership transcends beyond mere management of operations; it is a pivotal force that shapes guest experiences, employee engagement, and overall business success. The industry's inherently dynamic and service-oriented nature demands a leadership that not only manages but also inspires and innovates (Mullins & Dosser, 2013). As hotels navigate the challenges of changing guest preferences, technological advancements, and global market trends, the role of effective leadership becomes even more crucial. This essay critically evaluates the various leadership approaches and their effectiveness within the hotel industry (Mullins, 2020). It examines both traditional and contemporary leadership theories, including trait, behavioral, transformational, and transactional models, and their practical application in real-world hotel management scenarios. Through a detailed analysis supported by case studies, the essay aims to identify which leadership styles are most effective under different operational circumstances (Mullins, 2016). The structure of the essay will first explore major leadership theories, then discuss contemporary leadership approaches with real-life applications, followed by a comparative analysis of their effectiveness in specific hotel industry contexts, and finally, link these theories to practical outcomes in hotel management (Boddy, 2014). This comprehensive approach will provide a deep

understanding of how varied leadership styles can significantly impact the success of hotel operations.

Overview of Leadership Theories

Management, remarkably in the generosity industry, joints on the leader's traits and their advance to dominating teams and processes (Armstrong, 2012). This segment investigates the interaction of trait and behavioral premises of direction and their consequence and function within the hotel business.

Trait techniques of guidance suggest that efficient superiors are observed by convinced essential values or attributes. In the environment of the resort industry, traits such as personality and certainty become mostly considerable (Bloise et al., 2007). Charisma can deeply affect a leader's capability to encourage and influence employees, which is fundamental in a service-concerned atmosphere where the operative situation directly affects consumer fulfilment (Buchanan & Huczynski, 2007). Authority, on the other hand, is vital in the fast-stridden hotel industry where immediate and efficient decision-making can affect the excellence of service, supervision of defining moments, and inclusive effective effectiveness. These traits assist leaders in traversing the complex subtleties of hotel executives, from conducting guest affects with responsiveness to inspiring a shared vision between diverse units (Huczynski & Buchanan, 2013).

Behavioral assumptions, by comparison, underline the actions of influential rather than their innate behavior. Among the most outstanding of these principles is Blake and Mouton's Managerial Grid, which catalogues direction methods into a grid based on

leaders' apprehension for people and their apprehension for invention or task capability (Rollinson et al., 2008). In a hotel establishment, a task-leaning leader (high on production, low on people) might safeguard operational competence and strict obedience to principles, which are required for preserving service excellence. However, this might lead to employee discontent if the human component is forgotten (Boon et al., 2019). Contrariwise, a people-oriented spearhead (high on people, low on production) outclasses in creating an agreeable workplace troposphere and is classically well-liked, which can result in higher employee preservation rates—a substantial benefit in the hotel industry known for its high revenue rates.

In the hotel activity, the most efficient leaders often demonstrate a balanced method, skillfully steering between the two edges of the grid (Gui et al., 2020). This equilibrium allows them to retain high advantage values while also encouraging and influencing work conditions. Leaders who adjust their style to the situation and needs of their team can drive both underlying fulfilment and high-level carrying out, which in turn improves guest compensation and business attainment (Kalsoom et al., 2018a). By combining both trait and behavioral theories, hotel industry frontrunners can explain a nuanced intelligence of successful leadership that is both person-centric and task-focused. This dual approach not only attends to the instant need to manage processes competently but also the long-term goal of encouraging and maintaining performed employees (Kalsoom et al., 2018b).

Contemporary Leadership Approaches

In the energetic landscape of the hotel industry, modern leadership attitudes such as transformational and transactional leadership play central roles. Each style statement has distinct effective demands and employee motives, influencing administrative success and adaptableness.

Transformational leadership is specifically impactful in settings that entail rapid adjustment and visionary routes—common in the hotel industry amid variable market dynamics and purchaser prospects (Uzunyan Yamak & Zihni Eyoel, 2018). Transformational leaders are dreamers; they inspire and induce their teams by stimulating advanced thinking and a keen sense of undertaking. In the context of a hotel, this could mean leading the charge in taking up balanced methods, combining innovative equipment for improved guest involvement, or restructuring the brand to meet the progressing tastes of travelers (Rivaldo, 2021). For illustration, a transformational leader might lead a substantial shift in service presents to include well-being and health-centric packages in reaction to extending trends in the travel industry. Their facility to relate these new goals to the everyday tasks of hotel employees helps construct an organized atmosphere where all members feel they are part of a significant journey (Deshal & Ali, 2020). This kind of management not only forwards devotion but also allows employees to take enterprise and fund imaginatively to the hotel's delegation, escorting to higher job compensation and advanced effects.

On the other hand, transactional leadership, which focuses on clear structures, rewards, and penalties to manage performance, is highly effective in routine, operation-heavy environments (Uslu, 2019). This approach is best suited for ensuring that exacting

standards of service are maintained consistently in hotels. Transactional leaders excel in environments where the expectations are clearly defined, such as in large hotel chains with well-established protocols and service standards. These leaders devise an arrangement of returns and identification to encourage staff to execute their roles effectively, confirming that operating needs are met (Kaliyamurthi et al., 2018). For example, a transactional principle might lead to performance-grounded incentives for front desk employees who achieve high consumer compensation ratings or for organization staff who exceed room willingness standards. This technique not only influences employees to adhere to operating guidelines but also helps in claiming an expected, reliable service norm that guests can imagine (Kim et al., 2020).

Both transformational and transactional governance methods have their virtues in the hotel industry. Transformational influence drives modification and fosters improvement, crucial for distinction and adapting to market modifications. Conversely, transactional leaders ensure consistency and reliability in guest experiences, which are foundational to customer satisfaction and operational success (Chon & Zoltan, 2019a). Effective hotel management often requires a blend of both styles, adapting to the operational environment's nuances and the organization's strategic goals.

Leadership in Practice: Case Studies from the Hotel Industry

Investigating real-world models specifies a vivid graphic of how governance styles can extremely authority the accomplishment and tasks contained by the hotel industry. Here,

we examine two differing case experiments that highlight the influences of active and less efficient management (González-Mendoza et al., 2022).

Case Study 1: Effective Leadership in a Renowned Hotel Chain

An essential example of profitable management in hotel manufacturing is that of Arne Sorenson, the late CEO of Marriott International. Sorenson was celebrated for his transformational direction style, under which Marriott solidified its standing as an indicating global generosity brand. He commanded the procurement of Starwood Hotels & Resorts, extensively developing Marriott's universal existence (Mullins & Dosser, 2013). Sorenson's approach was embodied by idealistic thinking, dedication to multiplicity, and authentic concern for employee welfare. During his tenure, Marriott presented various programs aimed at improving sustainability and community commitment, indicating his acceptance of the power of generosity to foster constructive change. His management not only steered extensive growth for Marriott but also promoted a strong, comprehensive commercial culture that progressed employee compensation and retaining (Mullins, 2020).

Case Study 2: Less Effective Leadership and Its Repercussions

Conversely, the management at a provincial hotel chain represents the pitfalls of insufficient management oversight. The general executive of this chain, who adopted a principal laissez-faire management style, often became severed from daily processes and was indifferent to staff and guest troubles. This lack of administration and responsibility led to a decline in provision quality and operational productivity (Mullins, 2016). Employee

morale nosedived as staff felt unverified and indifferent, leading to high turnover rates. Moreover, the deficiency of strong management resulted in contradictory service standards across possessions, eventually impacting guest agreement and brand status. The hotel sequence resisted competing in a market where purchaser expectancies hinge on service distinction and effective consistency (Boddy, 2014).

These case studies emphasize the essential role that management plays in the hotel industry. Effective management, demonstrated by Sorenson's transformative and involved approach, can propel an enterprise to new heights, fostering revolution, loyalty, and balanced growth. On the other hand, a lack of useful leadership, as seen in the district hotel chain, can lead to operating dysfunction, poor operative morale, and reduced purchaser compensation (Armstrong, 2012). These distinguishing scenarios highlight the necessity for hotel leads to be actively implicated and adjustable, warranting they meet both operative needs and customer prospects.

Linking Theory to Practice

In the hotel industry, the relevance of governance theories is not just intellectual; it is a concrete requirement that influences everyday ventures and planned resolutions. Comprehension of how these abstract models is interpreted into real-world conduct can grant hotel executives respected perceptions in developing administrative efficiency and guest compensation (Bloise et al., 2007).

Management concepts such as transformational and transactional methods are not mutually absolute but rather correspond when concerned with the hotel organization

perspective. Transformational guidance is essential during intervals of meaningful change or when presenting new proposals. For example, when a hotel intends to overhaul its imprinting or embark on general reconstructions, a transformational leader can efficiently rally the team near this collective goal, inculcating a sense of determination and assurance (Buchanan & Huczynski, 2007). On the other hand, transactional management is instrumental in continuing day-to-day operations, specifically in large hotels where guaranteeing consistent maintenance quality is dominant. The clear, organized rewards and perception systems distinctive of transactional management help sustain high presentation standards and functioning effectiveness.

The efficacy of a management style in the hotel industry often differs in the definite effective and managerial context (Huczynski & Buchanan, 2013). Transformational leadership is specifically effective in dynamic circumstances that require compliance and revolution, such as luxury resorts or boutique hotels where guest expectancies are persistently evolving. Contrary to this, transactional governance excels in more stable, recognizable settings where the focus is on efficacy and reliability, such as in large hotel chains with determined techniques and norms (Rollinson et al., 2008).

In the procedure, the most successful hotel leaders fluidly combine environments from both leadership techniques, adjusting their method based on the needs of the condition and the intentions of the hotel. By doing so, they guarantee that their administration style not only aligns with commercial goals but also revises the involvedness of generosity administration, eventually leading to constant business accomplishment and enhanced guest involvement (Boon et al., 2019).

Conclusion

This theme has discovered the continuum of guidance theories appropriate to hotel production, highlighting the exclusive anxiety of this service-oriented sphere. From the essential traits and behavior's that outline successful spearheads to the transformative effects of visionary and reward-based leadership methods, it is apparent that actual organizational styles are critical for operational brilliance and purchaser fulfilment (Gui et al., 2020). The allegations of this conclusion are substantial for the motel industry. Managers must identify that the right leadership style can significantly boost operational efficacy, employee compensation, and guest capabilities. In practice, a hybrid methodology, utilizing both transformational and transactional leadership, is often the most operative, changing to both the calculated goals and everyday effective needs of the hotel (Kalsoom et al., 2018a). Hotel managers should focus on increasing leadership skills that align with their limited operational contexts and foster conditions of constant improvement and alteration. This method ensures that leadership schemes remain approachable to the advancing dynamics of the warmth sector. Further, examining how these direction styles impact emerging things in hotel management could provide concentrated understanding, guiding future approaches for industry influence (Uzunyan Yamak & Zihni Upolu, 2018).

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