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Title: Assess the impact of different leadership styles on team effectiveness and employee morale in the hospitality industry

Student Name: Tanzina Chowdhury Annie

Student ID: 2233553

Lecturer Name: Daniel Payne

AI Declaration

I confirm that I have not used any AI tools in the research and creation of this assignment. I confirm that I have not presented any AI-generated materials as my work. I confirm I have copies of my drafts, notes, and other resources I used, which I may be asked to provide in evidence.

Leadership can ensure the success of a hospitality business because it determines how a business will operate. Hospitality contributes £130 billion to the UK and global economy (Statista, 2024). To compete, this dynamic organisation needs strong leadership for team performance and morale. Leadership expert John Maxwell states, "Everything rises and falls on leadership," emphasising the importance of strong leadership in business success. The sector must grasp leadership styles as client expectations change and competition intensifies. Leadership styles affect hospitality worker performance, satisfaction, and engagement. Poor leadership causes 57% of employees to depart, according to Sulej and Iqbal (2022). This study compares transformational, transactional, and situational leadership theories on hospitality teams. It will explore how styles affect employee morale and satisfaction. The study analyses how leadership styles affect hospitality operations and team effectiveness. Understanding leadership may assist industry professionals create pleasant workplaces that boost employee well-being and business performance.

Current leadership ideas explain how leaders impact their teams. Paradigm affected leadership, morale, and organisational performance. McGregor X/Y Theories contrast job motivation. Theory X claims lazy workers require strong supervision to prosper (Riva, Magrizos and Rubel, 2021). It creates authoritarian management that dominates staff. In contrast, Theory Y suggests self-motivated professionals thrive in collaboration. It encourages employee-level transformative and participative leadership. The Blake and Mouton Managerial Grid evaluates leadership approaches based on people and production. Impoverished, country club, task, middle-of-the-road, and team are the grid's leadership styles (Mullins, 2019). Collaboration and excellence are key to good team management. The Great Man Theory says leaders are born, not made, stressing their attributes. This idea holds that certain leaders are born, not made. Although personal traits matter, the Great Man Theory has been criticised for ignoring situational aspects and leadership development.

Transactional Leadership uses leader-follower relationships and rewards and punishments to inspire performance. This method works in rules-based settings. Transactional leaders set and give feedback. Performance may improve under

transactional leadership, but not morale or engagement (Arnold and Randall, 2020). Leaders under Adair's Action-Centred Leadership (ACL) paradigm must balance task, team, and person. Leaders must prioritise task goals, team dynamics, and team members' requirements under this paradigm. Leadership must address all three to boost team morale and performance. Our approach encourages leadership diversity and adaptation. Lewin's leadership styles are authoritarian, democratic, or lax. Autocratic executives lead teams but make decisions alone. The method speeds decision-making but may hinder creativity and teamwork. Democratic leaders foster teamwork and ownership through decision-making (Sulej and Iqbal, 2022). Morale and participation may rise, while decision-making may fall. Laissez-faire managers let workers choose. Empowered workers may lack direction and accountability.

Other leadership styles include servant, situational, and transformative. Empathy, listening, and teamwork are promoted under servant leadership. Serve rather than lead to develop trust and teamwork. It raises morale because team members feel valued and encouraged (Riva, Magrizos and Rubel, 2021). Situational Leadership requires leaders to tailor their styles to team members' maturity and skill. Telling, selling, participating, and delegating are Hersey and Blanchard's four leadership styles for workforce preparation stages. Personalising leader interactions boost team effectiveness and morale. Under transformative leadership, employees innovate and see the future. Transformational leaders empower team members to lead. Job happiness, engagement, and corporate performance improve (Mullins, 2019). Leadership theories show how styles affect teamwork and morale. Each theory tailors leadership to the firm and its people, offering diverse viewpoints on leadership success. Understanding how leadership styles affect employee engagement can help hospitality workers increase team performance and organisational success.

Transformational leadership motivates UK hotel staff to perform better. This leadership style influences team members through trust, creativity, and shared goals. Personal growth, innovation, and vision are priorities for transformational leaders, which can affect teamwork and morale (Den, 2023). Leadership reform boosts morale and productivity. According to Bass and Avolio's transformational leadership theory, leaders with a

compelling vision boost employee engagement and happiness. Personal and professional growth may motivate team members. Hotel service improves with employee happiness. Stuart Bowery, London's Grosvenor House Hotel general manager, changes (Saira, Mansoor and Ali, 2020). Recognising and training his staff has improved the hotel's customer service by boosting morale and commitment. Team creativity and innovation improve with transformative leadership. Transformational leaders question the status quo and promote critical thinking to innovate and improve procedures. Innovation can boost problem-solving and adaptability in the fast-paced hospitality sector. James Bermingham, Montage Hotels & Resorts' former EVP of Operations, including UK properties, exhibits this approach (Budur, 2020). The leader encouraged his staff to innovate, resulting in new guest offers and operational improvements that improved consumer happiness.

Transformational leadership has drawbacks. Employee burnout hurts. Transformational leaders want their staff to invest emotionally, which may be tiring in the high-pressure hotel sector. Without task management, encouraging and seeking excellence may stress and dissatisfy employees. Gomes, Seman and Carmona (2020) found that transformative leadership increases employee involvement but neglects work-life balance, lowering morale. Leaders who transform may also set unrealistic staff expectations. Employees may expect progress and acknowledgement when working towards a goal and personal betterment. In a competitive, resource-constrained profession like hospitality, unmet expectations hinder career advancement. If the leader's vision and the company's development and progression commitments differ, this may demoralise people. The former Managing Director of The Gleneagles Hotel in Scotland, Peter Lederer, was lauded for his innovative leadership, yet unmet career development expectations increased employee turnover (Luu and Phan, 2020). Charm and vision are another transformational leadership difficulty. Few leaders inspire and engage followers long-term. Transformational leaders need innovative ideas and good employee relations. This style may fail if a leader lacks these skills or their vision doesn't match the team's capabilities. Due to high leadership change, hotel continuity is dubious. Transformational leadership encourages creativity, excitement, and personal growth, improving UK hotel teamwork and morale (Abouraia and Othman, 2017). Negatives include exhaustion,

disappointment, and leader reliance. To preserve employee morale and team success, transformational leaders like Stuart Bowery and Peter Lederer emphasise reconciling vision with reality.

Hotel managers' leadership styles affect teamwork and morale. Case studies show transformational, transactional, and situational leadership in UK hotels. UK hotel CEOs use transformative leadership to engage personnel and please clients. Hilton Hotels is noted for its culture and employee development (Teguh, Devie and Wijaya, 2020). Hilton management empowers and recognises employees via training. Sustainability, employee well-being, and community engagement are the company's "Travel with Purpose" goals. Hilton encourages work ownership through transformational leadership, improving job happiness and customer experience. Transformational leadership improves hotel performance by building staff morale. Hotel management still emphasises transactional leadership, especially in operational roles that require clear expectations and efficiency (Gom et al., 2021). Transactional leader Accor owns many UK hotel brands. Managers motivate employees to exceed performance goals with targets and indicators. Ibis employees get customer satisfaction bonuses. This increases production but decreases employee engagement. If employees only want transactional rewards, they may disconnect.

Situational leadership meets UK hotel staff needs in various contexts. Marriott International leads teams using situational leadership (Arasli, Altinay and Arici, 2020). Marriott managers are more directive during high seasons to motivate personnel and delight guests. Off-peak hours are beneficial for learning. Managers can adjust to company demands, improving teamwork. Marriott gives employees leadership flexibility to handle different scenarios. Blake and Mouton's Managerial Grid at Four Seasons Hotel London is another UK hospitality leadership tool (Rivaldo, 2021). People and productivity are hotel management priorities. Prioritising operational goals encourages collaboration and idea sharing. Leadership has created an enjoyable workplace with solid business values. Investing in employee and visitor happiness has helped the hotel maintain its luxury status.

Despite its downfall in modern management, several famous hoteliers follow the Great Man Theory. Sir Rocco Forte Hotels' culture and success were shaped by his personality and vision. Sir Rocco's hands-on leadership, quality, and customer service have built a brand (Ali, Ali and Xue, 2022). His motivational skills have made the staff guest-focused. This illustrates how personal leadership affects hotel culture and performance. UK hotels use Lewin's authoritarian, democratic, and laissez-faire leadership styles. Metro hotels may use autocracy to make quick decisions during busy times. For operations and customer satisfaction, hotel managers may be dictatorial during the London Marathon. Employee input influences boutique hotel decisions. Employee ownership boosts morale and workplace satisfaction (Suliman et al., 2023). Different UK hotel management leadership styles show the need to adapt to team and organisational needs. Successful hoteliers know that combining styles promotes productivity. Leadership can boost employee engagement and satisfaction, teamwork, guest satisfaction, and long-term success in the competitive UK hospitality business.

Leadership, teamwork, and employee satisfaction are organisational behaviour themes. Leadership styles have unique opportunities and challenges that affect teamwork and job satisfaction. Teamwork and employee happiness are enhanced under transformative leadership (Eluwole, Karatepe and Avci, 2022). Inspiration, motivation, and unity result from this strategy. This leadership style motivates team members to succeed and take charge. Research shows transformational leaders enhance employee engagement, productivity, and satisfaction (Palomino, Langreo and Elche, 2021). Transformational CEOs who empower and grow people can boost hospitality innovation and customer service. Because employees feel valued and invested in their professions, these settings promote morale.

Unbalanced transformative leadership is hard. Leaders who prioritise values and vision without structure and support may confuse and frustrate team members. Expectations can fatigue and dissatisfy workers. Thus, transformational leadership has many benefits but demands a visionary and practical leader (Jiatong et al., 2022). Transactional leadership with rules, rewards, and sanctions temporarily enhances productivity. This suits rigorous process and policy environments. Hotels with strong customer service

standards may build expectations and maintain high standards with transactional leadership. Over time, employee satisfaction may decrease. Bonuses and performance measures may appear small without motivation or growth. Forced work can lower morale and turnover due to emotional disconnect.

Situational leadership addresses team needs. Situational leaders can boost team performance and employee satisfaction by realising that different situations require different leadership styles. Crisis management may demand decisive leadership to maintain operations. Participation can boost employee input and collaboration in stable times (Teguh, Devie and Wijaya, 2020). Meet demands and contributions to improve teamwork and employee happiness. Implementing situational leadership consistently is hard. To analyse team requirements and modify techniques, leaders must be self-aware and emotionally savvy. Team direction and expectations may be unclear. Trust and morale suffer from inconsistent leadership. Low employee participation and centralised decision-making may enhance productivity but diminish satisfaction (Suliman et al., 2023). Autocracy may speed up hospitality and customer service during peak hours. Limited team innovation and initiative may demoralise and alienate them. Employees feel undervalued when input is ignored. Long-term authoritarian leadership can cause high turnover as workers seek better jobs in organisations that appreciate their input and development.

Democratic leadership promotes worker cooperation. Ownership and accountability improved team performance and employee happiness in this leadership style. Team decision-making boosts dedication (Sulej and Iqbal, 2022). Involving staff in democratic hospitality leadership may improve service and innovation. This technique requires close monitoring to avoid dangers. Long decision-making may demoralise fast-acting workers. Team performance and employee happiness depend on leadership. Transformational leadership cheers up teams without overpowering them. Transactional leadership works but demotivates. Leadership in changeable conditions involves self-awareness and adaptability (Saira, Mansoor and Ali, 2020). Democratic leadership promotes collaboration but requires careful decision-making, while autocratic leadership boosts short-term efficiency but lowers employee happiness. A pleasant workplace that

maximises team productivity and employee satisfaction in hospitality requires understanding each leadership type.

In sum, teamwork performance and employee morale are affected by leadership styles in the hospitality industry. Many leadership theories emphasise team needs and the organisational environment. Inspiration and support from transformational leadership boost employee engagement and happiness. Transactional leadership boosts production but demoralises workers. Situational leadership empowers and values employees, making them important. Executives can handle hospitality's myriad difficulties with this flexibility. This study shows hospitality CEOs must adapt to team dynamics and employee happiness. Leadership is essential in the competitive hotel industry. This study can assist industrial workers boost morale and teamwork. Hospitality CEOs may develop productive, durable workplaces by adjusting to their company's needs and adopting different leadership styles.

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