

Management & Organisational Behaviour BMIH5004

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

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In the hospitality industry, people often work in teams, driven by different motivations, with different skills and experience, and with different personalities and talents. For the work to be completed in an organized manner and with the same goal, it is important to know who can support the process at what level, the goal of which is the progress. Looking back, even in prehistoric times, teamwork proved to be the most efficient. People hunted a large prey in groups, and they achieved success with joint efforts for the benefit of the community.

Like all teams, they also needed a leader to develop the plan and assign roles. This leadership role was given to an experienced and decision-making person who was looked up to in terms of the results or example set by the others.

The leader was therefore a person with inner intuition who was able to lead a group and help and support the whole group of people, exploiting their strengths and knowing their weaknesses in each task, for example hunting.

Due to their natural characteristics, these leaders have been given a significant role in the management of an organization (Srinivas, 2020).

Let's see what has changed after industrial revolution.

The rise of civilization, capitalism created businesses of material interest. The operator of these stores has transferred our front and back office for smoothness. This required more different knowledge and work processes and thus a larger number of employees. The larger a unit, the more employees must be coordinated by the manager or management. (Saltik, 2023)

Even the most talented and motivated employees can get lost in a disorganized environment. The guidelines are so important that the "little soldiers" move in the same direction.

Mapping the motivation of employees is the primary task that can basically move an individual forward. Douglas McGregor (1950)'s X and Y theory, this can be revealed in two main groups. Based on the main characteristics of the jobs, dress the group of people with characteristics X and Y. According to this, the group can be alienated based on "black or white" characteristics. But from a closer look, this is perhaps not so simple. According to his opinion, the members of group X have a more negative approach to work, although this can change in a positive direction under a manager who provides adequate motivation.

For them, the lower levels of Maslow's (1943) pyramid so safety and physiological needs, are the strongest achievable motivation. The individual levels of Maslow's hierarchy of needs pyramid from bottom to top, i.e. in the direction of realization, are as follows: physiological needs, security needs, the need to belong to the community, the need for esteem, self-actualization needs. (McLeod, 2007)

The employees belonging to the Y theory are employees who prefer a more independent and free work experience. Even requiring less guidance and control, they achieve results that promote organizational goals. The leaders who come out of them have a more democratic style compared to the members of Theory X, where the leader is more likely to have autocratic characteristics. (Touma, 2021)

What about those who may not belong to either group. There is another more developed theory, according to Ouchi (1981), the members of Theory Z aim for a family atmosphere and trusting distances. If they are involved in decision-making, they work

with greater responsibility. Creative individuals who identify more easily with company goals under less pressure and with minimal structural hierarchy. (Ouchi, 1981)

Since the most important achievement of managerial work is the influence of employee behaviour in order to achieve the company's goals.

Leadership theory states that there is no good or bad leader who is effective or more effective under given circumstances leaders can be born or made. According to the general concept, the leader determines, coordinates, and controls the direction. (Benmira & Agboola, 2021). But who is a suitable leader at the head of the catering units can be. It is definitely useful if he himself has practical experience in the organization's work areas, so he can better understand the organization's operation, its strengths or shortcomings, and the burden of tasks expected of the employees and their feasibility.

However, a person who is outstanding in his work and who has achieved high results may not necessarily be suitable as a leader in his career. This kind of "profession" is a completely different field of responsibility, and the individual's innate abilities greatly influence his leadership ability and suitability. Being a leader means demands that can be developed but are definitely in the grip of innate abilities.

During the process of becoming a leader, the individual develops his professional, communication, decision-making and consideration skills. In addition, personality traits and cultural differences can also influence culture. And in the field of vision, it is often necessary to effectively coordinate people of different ethnicities, religions, ages, and genders at the same time. (Dashper, 2020).

Blake-Mouton's model uses the personality-centered leadership style approach. By observing how much attention managers pay to a specific task and to their colleagues, we can set up a new model.

(Burke, 2021). Based on the theory of Robert Blake and Jane Mouton (1946), we get the (managerial grid) model, which illustrates managerial behaviour.

It should be noted that the grid has a third pillar: motivation, which often categorizes the degree of fear and desire.

This is very interesting because it approaches the relationships between workers, managers and the relationship between work and efficiency from the human side. Based on the indicators of the relationships, five situations can be distinguished, the last two types of which meet the X and Y theories.

According to them, if both values of person/production are low, the leader brings low results with low conflict. If both values are medium, then the manager coordinates in a balanced way in the company, in addition to an acceptable level of production.

A person with low production is a worker-centred leader in the hope of increased production, but this does not necessarily bring this as a result.

If the value of the person is low with high production, then the manager concentrates on the results as much as possible, ignoring the needs of the worker. This is based on Theory X governance.

Finally, in the last basic case, high employee satisfaction, lower control, and greater accountability, which refers to the Y style, realizes high production.

This theory seems highly categorizing and rigid. In hospitality, the behaviour of employees can greatly affect the results. Many franchise hotels, for example, set rigid

conditions and their employees move within these limits and perform their work based on the brand's expectations. This can be considered, for example, wearing a uniform or even saying different script greeting texts. These meals may be appropriate for workers who can be controlled and follow instructions. (Connell, 1997).

However, nothing more is expected from them. It is probably not a coincidence and provides the guests with a sense of familiarity. On the other hand, in privately owned hotels, you can imagine type Y employees where their opinions and ideas can be realized. This can trigger further motivation and satisfaction as well as creativity from them.

According to another approach, the management theory created on the basis of John Adair(1973) treats managerial tasks in a single way, according to which they consist of the performance of the task and the management of the team and the individual. His three-pillar theory named task, team. Individual. In this theory the leader putting big effort on complete the corporation's task and in the meantime to build a stable team and concentrate to develop the individuals within. Reach their work-related goals and support their growth within organisation. (Walz, 2006).

Due constant employee liquidity, the most effective leadership styles in the hospitality industry are those where the employee not only does it for the morale of finishing work and getting paid for it, but also maximizes his performance easily because he can use his creativity, in a democratic working community, he can serve to achieve goals with respect and in a good mood. you can be a long and successful member of our team.

Returning guests can also often meet familiar faces, and new guests are also served by experienced and well-trained staff who provide the highest level of service. (Preno HQ, n.d.) Work-life balance, company benefits, and team-building days can further

increase the employee's sense of appreciation, thus increasing the individual's commitment and motivation to their company.

Coaching is a very popular word, and it means employed people getting help to develop their skills and grow and to their work effectively and accurately. A whole industry is built on this new trend to train leaders to be real work-life coaches external and internal. (Wales,2002)

Laissez Faire leadership means leaders give more chance to their workers to try their ideas and build in them to their day-to-day tasks. It gives freedom to employees but also there is a risk if the leader not communicating well and the individuals getting wrong directions will fail this style. (Ahsan & Khalid, 2023)

I would like to highlight the manager of the well-known Hilton hotel, Chris Nassetta. In 2007, he started the Hilton Hotels and supported the upswing of the era with many innovative ideas, for example, he was the first to install televisions in the rooms. The always innovative Hilton Hotels have found a great leader in him, as they have grown with hundreds of new hotels and implemented major innovations such as the Hilton Honor App or digital card. It is also important to mention the innovative leader and motivational coach Dr Jeffrey O who is influencing the world of hospitality. (The Business Anecdote, 2023)

In the most ideal case, the work between management and employees will definitely increase positively if both parties actively observe and interpret the needs of the guests and the instructions necessary for working. Information flows from managers to employees as well as vice versa. They build trust in their work relationship. (EHL Insights, 2023)

A positive work environment, research shows that businesses with satisfied employees shows coherence increase in business profitability. (Les Roches, 2023)

The majority of people choose this profession either out of professional awareness or because of the strength of human-centred trends in work and possibly because of the advancement opportunities. (Rabiul & Yean, 2021) The importance of a productive employee is very important from the point of view of the business and the work of the team, the motivation of which is to be identified and maintained by an enthusiastic leader. Dealing with and paying attention to employees can significantly increase their sense of esteem and loyalty to the business. Humans are social beings, so they can basically perform better in a social atmosphere, but rigid systems, lack of ownership and information, can unfortunately cause mistrust and misunderstanding. (Shehawy, 2022) Therefore, the most important thing is to choose the right manager who brings together the people and their work in the Hotel and creates a good atmosphere for them during their growth and satisfactory. (Mullins, 2020)

Like most managers in the hospitality industry, you must communicate with people, guests, and employees on daily basis. The management style largely determines the performance achieved by the employees, the conflict management, and the pleasant atmosphere. Within this framework, the value represented by the leader, the characteristics of the personality and the set goals will also be determined. (Linked In, 2023)

Overall, it is not possible to say which is the most effective leadership style, but perhaps it is worthwhile to be clear that individual and human factors play an important role in their selection. From the point of view of productive efficiency, in the direction

of maximizing profit and success, but not forgetting their human side, examples of ensuring their support and support can be the best potential examples of how to successfully achieve the targeted goals. The key is to lead and keep the team on track to success. That meets Adair's theory the most with consideration of time management.

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