

Exploring the Effective Leadership Style on Intrapreneurship and Organisational Performance: The Case of Resorts in the Maldives



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Abstract:

Leaders' leadership styles play a significant role in cultivating an environment that encourages employees' initiatives in exploring opportunities for developing the existing products and services to improve the performance and upscale organisational productivity. Especially in this competitive environment, effective leadership is believed as the foundation for competitive advantage for the service organisations who are suffering to sustain in the challenging environment and strive for more sales and profitability. Therefore, researchers and practitioners have acknowledged the importance of exploring the most suitable leadership style for different business settings and cross-cultural contexts.

This research is to explore the most suitable leadership style that influence organisational intrapreneurship and performance in tourist resorts in the Maldives and why that specific leadership style is more effective compared to other styles of leadership. The Maldives is a high-end luxury holiday destination in the world tourism industry, and some of the products or resorts are ranked in the top list of the world hotels in terms of their unique product, higher standards in service quality, and the brand name. However, Maldives is experiencing several business challenges such as decreasing number of 'repeaters', declining occupancy rates, and dwindling profitability and dropping total sales in many resorts which leads to the decline of their survival rates.

This research will propose a theoretical model of the transformational and transactional leadership styles after reviewing the attributes and dimensions of the mentioned two leadership styles through peer-reviewed articles. The study will utilise a descriptive multi-case study strategy using qualitative method. A sample of 10 leaders (CEOs/managers/supervisors) and ten followers (employees) will be chosen for in-depth research (semi-structured interviews). This study is expected to conclude that the most suitable leadership characteristics in resorts of the Maldives belong to transformational leadership style; however, the attributes and behaviours that affect the organisational performance symbolise both transformational and transactional leadership styles equally influence organisational performance.

The proposed model has a significant contribution to knowledge and management practices. This study will contribute to the knowledge by investigating the most effective leadership style that influences intrapreneurship and organisational performance and why the chosen leadership style is effective to foster intrapreneurship among resort employees and improve organisational performance. Managerially, this research helps the resort owners, shareholders, executives and managers on the significance of choosing the suitable leadership style to increase organisational performance and the need for encouraging intrapreneurship among employees. This research will show the most effective leadership style to foster intrapreneurship among employees which ensures leadership effectiveness and organisational productivity by achieving the organisational shared vision and objectives.

Keywords: Transformational Leadership, Transactional Leadership, Intrapreneurship, Corporate Entrepreneurship, Organizational Performance, Resorts, Maldives

1. INTRODUCTION

Organisational success and its performance in this competitive and rapidly changing world is not merely a matter of fortune. It is mainly influenced by sets of values, attitudes and individual abilities that the leadership perform. Stogdill (1957), described leadership as individual conduct that guides a cluster of people in attaining a shared objective. Organisational failures experienced at the beginning of this century stressed the necessity of strong leadership and individual commitment from corporate decision-makers and have acknowledged as one of the essential elements for business success (Hernez-Broome & Hughes, 2004). Especially an era where trade liberalisation, globalisation and advancement of technologies are the heart of the businesses across the globe, which stimulate unpredictable and extremely competitive environments. Therefore, Glantz (2002) stresses the requirement for an appropriate leadership style to face these dynamic situations. It is because researchers have revealed that different leaders follow a different style of leadership and not all leaders perform a uniform leadership style to attain the objectives (Bass, 1990), and different style of leadership affects performance in various degree. Thus, scholars have conceptualised specific leadership styles, like transactional leadership, transformational leadership, and suggested both forms of leadership are most effective styles in organisational performance.

Due to fierce competition, uncertainty, and the requirement for constant change, entrepreneurship has become an essential element for the growth, efficiency and survival for both profit and non-profit organisations (Damanpour, 1991; Howell & Higgins, 1990). Besides, to uphold the competitive advantage over the rivalries and attain market success in the industry, companies need exploring varieties of opportunities, improve and develop new and unique products or advance the existing services and create new markets (Berthon, McHulbert, & Pitt, 2004). According to Deshpande, Farley, & Webster, (1993), entrepreneurs give special consideration to customers, and they position customers at the heart of the organisational competitiveness. Baruah (2015), Drucker (1985) and Stevensen & Gumbert (1985) argued that some renowned corporations like IBM, Sony, Hewlett-Packard and 3M had sustained their position and maintained their performance because of their entrepreneurial orientation and behaving entrepreneurially. Subsequently, researchers across disciplines in recent years have displayed their interest on customer orientation, innovativeness and entrepreneurial organisation (e.g., Hult, Hurley, & Knight, 2004; Liu, Luo, & Shi, 2002). Entrepreneurship at the corporate level has been acknowledged and referred to as corporate entrepreneurship (CE) as an organisation- level phenomenon (Zahra, Karutko, & Jennings, 1999).

According to Covin & Slevin, (1989) and Zahra, (1991), Corporate Entrepreneurship (CE) is similarly expressed as 'intrapreneurship' or 'corporate venturing', which is a phenomenon related with existing companies to obtain profitability and for strategic renewal (Guth & Ginsberg, 1990) nurture a culture of innovation (Baden-Fuller, 1995), and to succeed globally (Birkinshaw, 1997). Other researchers define intrapreneurship as an pursuit of entrepreneurial behaviour which involve resource commitment and organisational endorsements to carry out novel ideas to produce a new product or to advance an existing process or to modernise the business (Alterowitz, 1988; Covin and Miles, 1999; Burgelman, 1984; Kanter, 1985; Naman

and Slevin, 1993; Zahra and Covin, 1995). Therefore, the construct of intrapreneurship is deep-rooted with novelty, modernisation and internal context of the organisation.

The hotel industry is highly regarded in this phenomenon as it is becoming more service-oriented and labour intensive. The tourism industry in the Maldives grows at a speedy pace, acknowledging the industry as the most substantial contributor to its GDP (23 per cent) (Ministry of Tourism, 2018). The subject of sustainable growth and stable profitability considering sustainable development of the industry is of utmost importance to a country like the Maldives, which relies significantly on tourism; positioned on the environmentally vulnerable ecosystem. Since Maldives hotel industry has severely hit by the political and economic crisis sparked from diverse parts of the world, affecting the whole sector with the massive decline on tourist arrival, the substantial drop in room rates, last fall in general sales. During such stressful situations, employees are highly expected to be proactive, innovative and take risks for a specific limit to meet the challenge. These are believed the significant attributes of entrepreneurship as Van Praag & Versloot, (2007) find it initiates innovation, cultivates the human potential, generates jobs, and fulfils new customer's requests. Consequently, such behaviour from employees depends on the management and leadership styles of the respected organisations and the support of the organisational environment.

1.1- Research Problem

As tourism and hospitality industry is one of the leading sources of economic success in most developed and developing economies, primarily it is the most reliable contributor to the GDP of the Maldives, and tourism sector produces the most jobs and employment opportunities for the population. (Ministry of Tourism, 2018). The Maldives is known by its unique concept of resort development – one island one resort concept. This distinctive feature of the resorts involves meeting up the daily challenges in delivering the essential services to the customers as all of the services are dispensed independently. This includes producing and supplying of energy, water, facilitating sewerage, waste management, providing recreational facilities and handling the logistics through different mediums of both air and sea. Therefore, every aspect of resort activity in the Maldives requires innovative, cost-effective ways and means of delivering quality services. According to the literature, the world-wide market tourism based on the products such as sun – sand - sea; the tourist attractions that are renowned for the Maldives are saturating (TIES, 2006), and the statistics indicate that the market share of Maldives tourism industry is stagnant and it continues losing the competitiveness in some markets (Waseema, 2017). This has created severe competition for the Maldives who is famous for these iconic attributes; as a result, the Maldives has to struggle with issues of destination competitiveness from destinations which has similar characteristics like the Mauritius, Bahamas and Seychelles.

The Maldives as a destination had a significant record of sustaining their customers, especially some resorts famous for serving their repeat customers several times a year. However, according to Tourism Yearbook 2013, the country is experiencing a lower turnover of repeaters or repurchases since 2013. Statistics show that repeater segment keeps declining from some

markets unexpectedly from 29 per cent in 2013 (MOT, 2013). Meanwhile, a 10 per cent drop in total occupancy rate was recorded from 71 per cent to 61 per cent during the past five years period (MOT, 2018). These deviations may be associated with the external factors such as increased resorts with similar services catering for the same market segment and stagnant and conservative marketing process; internal factors such as leadership styles and employee's motivation and empowerment.

The Maldives as a tourist destination is ranked as a luxury destination around the world and well-known for its natural beauty. 'Luxury' has broad interpretations; however, for the tourists, it could be interpreted as the equilibrium among personal leisure experience, the insights of localism and contented stay (Nasreen, & Jamieson, 2015). To make such a balance continues innovation for the offerings; products and services are required.

Some resorts affiliated with local chains have been experiencing meagre sales from extras or add-ons in festivity seasons compared to the parallel resorts who have almost similar advantages of other properties in the chain, and this is a constant concern for many owners and shareholders of those resorts. The assumption about the difference in sales and profit margin from extras are more significant compared to properties belonging to the international chains. These existing challenges and unknown realities behind these distresses substantiate the need for this investigation. The results and suggestions will significantly contribute to the resort, owners, policymakers and all the stakeholders of tourism in the Maldives.

1.2- The Motive, Aim and Objectives of the study

According to the World Bank report (2017), the service sector is acknowledged as the commercial engine of the economies, sharing 56.9 % of their GDP in 2015. Meanwhile, the hospitality industry is acknowledged as the most potent force for the development of the national economy and creation of jobs across the world which contributes US\$2.6 trillion dollars and more than 119 million employment (WTTC report, 2019). Consequently, it is estimated that the sector contributes US\$8.3 trillion to the global economy and shares 10.2% of the world GDP producing approximately 10% of the jobs in the world economy (WTTC report, 2019). These significant figures display the scope of the investment opportunities in this area and grab the prominent investors' interest in this sector.

Consequently, a sudden growth in the number of foreign investments and luxury brands in Maldives hospitality industry has been conceded. Some of these investments are owned and managed by 100% foreign parties, others are foreign and local joint ventures but managed by foreign parties, and foreign management companies manage some local brands. Therefore, a significant difference in terms of their offerings, performance, profitability, employee's remuneration, CSR and other benefits have been identified from those different properties, and it has been a subject of interest to the stakeholders across the industry. Do these disparities exist just because of the brand quality, investment size, resort location, target market or is there any role that managers and owners display in terms of their leadership and supportive environment created to perform employees' entrepreneurial abilities?

It is nearly 47 years since the Maldives officially opened her delicate gates to tourists with only two resorts and 280 beds in 1972 targeting for western Europeans. Till 2004, the traditional market was western European; however, a significant shift in tourist arrivals has been experienced. According to Tourism Yearbook (2018), Chinese have surpassed the number of arrivals from European market, and it maintains a constant growth in their numbers, however, the growth rate of the European market is nil. What are the distinct factors associated with the decline of the European market; is it the sensitivity in security and political stability or is it the product offerings and its climate has ever changed, are few questions to explore.

Recent developments in the tourism industry have introduced diverse offerings targeting different markets. This could be on the inclination of investors' interest and their predispositions. However, one might question if the resorts in the Maldives follow the right strategy to deal with the current trends and developments for the sustainable development of the product and services? Alternatively, how well the resorts and organisations are prepared to add more value to the product and support for the best interest of investors and local communities? How well are they prepared for the complex situations and uncertainty? These are a few questions related to resorts leadership and human resource management issues that need to be addressed. Works of literature on development and growth believe that the best strategy for development is the continues effort for product improvement (Sonobe, Akoten & Otsuka, (2011), Hayami & Godo, 2005). They claim that competent workers and contemporary technology are the essential elements for the continues improvement. The utilisation of these elements for the best interest of the organisation depends on the management of the organisation, their leadership styles and the level of intrapreneurship by the employees is stimulated by the organisation.

Therefore, the desired aim of this analysis is to study what leadership style is effective to encourage intrapreneurship behaviour among employees that leads to improving organisational performance in the resorts of Maldives and why that specific leadership style is more effective than others.

In achieving this aim, the proposed research would accomplish the following objectives:

- To explore what leadership style is the most effective among transformational and transactional leadership styles in encouraging intrapreneurship among resort employees of Maldives.
- To explore what leadership style is the most effective among transformational and transactional leadership styles in increasing organisational performance among resort hotels of Maldives.
- To explore why transformational leadership style or transactional leadership style is more effective in boosting intrapreneurship among resort hotel employees of Maldives.
- To explore why transformational leadership style or transactional leadership style is more effective in improving organisational performance in the resort hotels of Maldives.

1.3- Research Questions

RQ1: What is the most effective leadership style among the top managers' leadership styles of resort in encouraging intrapreneurship among employees of resorts in Maldives?

RQ2: What is the effective leadership style among the top managers' leadership styles of resort in improving organisational performance in the resorts of Maldives?

RQ3: Why the chosen leadership style is more effective in boosting intrapreneurship among resort hotel employees of Maldives?

RQ4: Why the chosen leadership style is more effective in improving organisational performance in the resort hotels of Maldives?

1.4- The significance of the study:

Though an extensive research on the relationships between leadership styles and employee behavioural responses in sizable and mature organisations are available (Bass, 1985; Howell and Avolio, 1993; Podsakoff et al., 1990), numerous scholars (Antonakis and Autio, 2007; Cogliser and Brigham, 2004; Vecchio, 2003) have mentioned on the dearth of research investigating the effectiveness of transactional and transformational leadership in relation with entrepreneurship among employees. In fact, up to now, the influence of organisational leadership styles on stimulating intrapreneurship among employees has never been assessed in the existing literature. Thus, there is a strong need to explore the associations between different styles of leadership and employees intrapreneurial behaviour. (Moriano et al. 2014). However, a growing number of researches on entrepreneurship in the context of tourism and hospitality industry has been seen, and minimal studies have determined on the developmental aspect of entrepreneurship in hospitality and tourism industry (Fu et al. 2019). According to Solvoll et al., (2015) and Li (2008), research on entrepreneurship in the context of hospitality and tourism is currently abundant in practice but weak in terms of theory building.

The prominence of this analysis is mainly initiated from the area where existing literature is scarce: for instance, Maldivian context. The relationship of corporate entrepreneurship or intrapreneurship and its impacts on business performance and growth in an emerging economic environment has under-explored (Zain. M., and Hassan. A. E., 2017). Most works of literature and reviews on leadership and its bearing on organisational productivity and its performance were undertaken in developed societies. Hence, this research anticipates contributing knowledge to the leadership literature in general and provide a foundational structure of transactional and transformational leadership behaviours on organisational performance in the situation of isolated resort settings of Maldives, precisely.

2. LITERATURE REVIEW

Leadership has been studied for decades, and it is acknowledged as an essential subject in the management field. Numerous studies about leadership show it as individual ability. The broad interpretation of leadership is that failure or success in creating results varies on the personal traits, characteristics, behaviour, culture, and not on any generalised perception of leadership (Wren, 1994). According to Messick and Kramer (2004), the degree and the quality of individual's ability to displays leadership qualities and the traits are contingent not only on his/her capabilities and characteristics rather it is also on the environment and the situation where he or she acts. As most researchers agree how those leadership traits and attitudes are performed in the organisation makes a significant influence in improving or hindering the effectiveness, which contributes to performance. Therefore, Glantz (2002) stresses the importance of the leadership style and the necessity for leaders in finding their style of leadership.

Different leaders perform different leadership style according to the context. Due to the change in the contemporary working conditions and globalisation effects, workforce diversity needs to be addresses in terms of leadership. According to Lord and Maher (1991), cultural factors or context should be addressed in the context of theories on leadership. The researches on leadership have revealed that leadership traits and behaviour that acknowledged and ranked most and least varied by the associate context, culture and origin of the people (Gerstner & Day, 1994). According to Smith et al. (1994), leaders belonging to cultures of low-power distance, they choose more democratic style in leading their team and followers however, strong decisive actions are taken by leaders of high-power distance cultures.

Years of studies searching for effective leadership styles have disclosed that different leaders execute different styles of leadership, and not all of them use a uniform style in achieving success (Bass, 1990). Hence, scholars have conceptualised individual leadership styles, like pacesetter leadership transformational leadership, bureaucratic leadership, transactional leadership, servant leadership, laissez-faire, and leader-member exchange. Nevertheless, researchers usually take to examine just one or two forms of leadership styles among them that seems familiar from most recognised leaders (Zenger & Folkman, 2002), and performance (Piccolo & Colquitt, 2006). Among them, transformational and transactional leadership have been acknowledged as the most effective styles of leadership in the hospitality industries (Scott-Halsell, Blum, & Shumate, 2008). It is because, the efficiency of the employees and their morale are more significant to achieve the objectives of the organisation and to succeed in service industry compared to manufacturing and the high-tech industry (Bourgeois, 1980). Therefore, in the environment where human effort is appreciated higher than machinery and other industrial appliances, leaders and managers in the industry are more contingent for the productivity of their subordinates than their co-workers in other manufacturing industries (Angelo & Vladimir, 1992). This dependent association and the unstable conditions of the environment present in the industry acknowledges the significance of both styles of transformational and transactional leadership in a great deal in motivating the organisational employees and achieving the objectives and targets of the organisation. According to Lowel et

al. (1996), organisational leaders can be both transactional and transformational, and both styles are not observed as conflicting styles of leadership.

2.1- Transactional Leadership

Transactional leaders commonly demonstrate both constructive and corrective behaviours. It emphasises the explanation of goals, assignments, acceptable standards and requirements. The central attention is given to the completion of the task in agreement with the followers based on rewards and incentives to appeal to them (Bass 1985). This style of leadership tries to avoid changes and remain status quo (Bass, Waldman, Avolio, and Bebb, 1987)

According to the model of Bass (1985), it consists of two facets; the constructive behaviour (involves dependent reward), while corrective dimension (relies on management by exception).

2.2- Transformational Leadership

Bass (1985) described transformational leadership as the aptitude to inspire and motivate the followers to perform higher than the individual expectations. According to Yukl (1989), it is "the process of influencing major changes in the attitudes and assumptions of organisation members and building commitment for the organisation's mission or objectives" (p. 269). Transformational leaders share their vision and stimulate their followers by offering their work meaning and create a sense of belonging to the institute and feel them as part of the organisation. It allows the followers to comprehend what is essential and not, good or bad, in the business, and increase the quality and speed in decision making, encourage follower's initiative, and expand workers discretion (Bennis & Nanus, 1985).

Different models of transformational leadership (Bass, 1985; Bass & Avolio, 1994; Burns, 1978; Kouzes & Posner, 2007) have been recognised in the literature on leadership styles. Among those, Kouzes and Posner (2007) model will be utilised as the foundation of this research. Kouzes and Posner's (2007) model has highlighted some meaningful leadership behaviours so that those attributes will be expanded in developing the model.

2.3- Organisational Performance

In organisational research, performance is referred to as the capability of the business to accomplish the objectives of the organisation. It includes increased profit, gaining significant market share, establishing decent financial results, producing a quality product, and surviving at a pre-determined time exercising appropriate action-plan (Koontz and Donnell, 1993). Besides, business performance is measured to examine the organisational position in terms of year-end profit, sales revenue, quality of the products and share in the market in relation with the competitors. Therefore, organisational performance is perceived as a reflection of organisational efficiency or productivity.

2.4- Intrapreneurship

Intrapreneurship is expressed as corporate entrepreneurship or corporate venturing that has been originated in established companies to increase their success and profitability (Zahra, 1991). The concept of entrepreneurship was initially outlined by Schumpeter (1934), who identified the relationship between innovation and entrepreneurship and defined innovation as the key function of entrepreneurship. Additionally, Miller (1983) defined intrapreneurship or corporate entrepreneurship as a multidimensional occurrence, and Miller & Friesen, (1982) have conceptualised intrapreneurship as symbolising entrepreneurial works involving corporate endorsements and resource assurances to encourage innovation and continue creative activities in terms of product, services and organisational processors. (Covin & Slevin, 1990, 1991).

According to the literature on entrepreneurial orientation, many researchers have agreed that the concept of intrapreneurship could be described by innovation, proactiveness, and risk-taking (Wiklund 1999). Therefore, this research, entrepreneurship construct will be developed on this foundation.

2.5- Leadership styles and intrapreneurship

According to the literature available on leadership and intrapreneurship, scholars have been discussed the concepts of leadership and entrepreneurship together (Drucker, 1985; Pinchot, 1985). However, Czariawska-Joerges and Wolff (1991) differentiated the two concepts and stated that leadership explains causality; it streamlines reality and intends to take control over it while entrepreneurship generates new dashes of realism. According to Leavy (1996), Shamir, House & Arthur (1993), even though, the concepts of leadership and entrepreneurship have found a certain degree of overlapping, leadership encompasses affecting subjects' symbolic realm to move them towards specific actions and taking a control on the time and scope of these activities; however, entrepreneurship signifies the operational interpretation of behaviours and symbols into actions.

Amongst the leadership theories in organisational research, transformational leadership has been scholars' attention over the past two decades (Bass 1985; Bass and Bass 2008; Lowe et al. 1996). This could be because, transformational leadership has proved a definite link to workers' behaviours that are interrelated to entrepreneurship such as proactiveness, innovativeness and organisational citizenship behaviours (Eyal and Kark 2004; Elenkov and Manev 2005; Jung et al. 2003; Podsakoff et al. 1990; Ling et al. 2008; Shin and Zhou 2003). Therefore, this study will try to combine both concepts of leadership and entrepreneurship. The objective is to study which leadership style is effective in developing and encouraging intrapreneurship behaviour among the employees of resort hotels in the Maldives, leading to heightened levels of organisational performance and why.

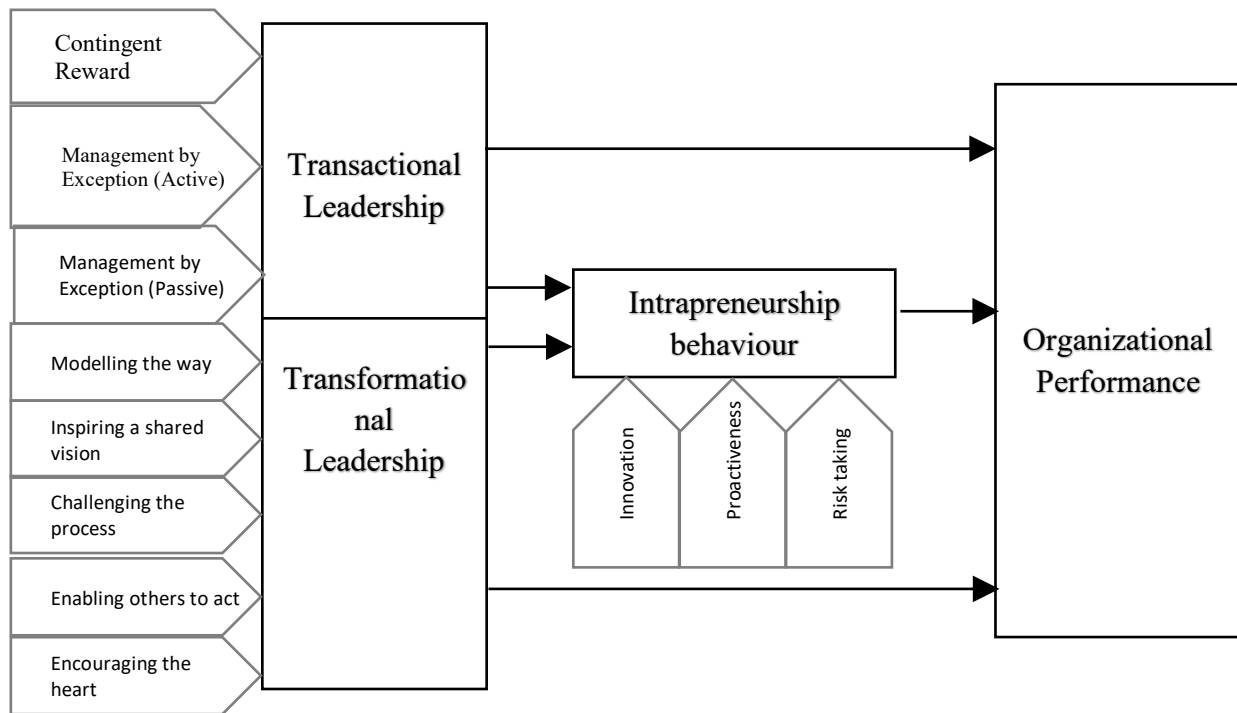


Figure 1: Proposed conceptual framework on the leadership styles influencing to intrapreneurship and organizational performance

3- RESEARCH DESIGN AND METHODS

3.1- Research Paradigm, Philosophy and Approach

The proposed investigation is to examine the most effective style of leadership that influence to intrapreneurial behaviour of the employees and organisational performance in tourist resorts in the Maldives and why that particular leadership style is effective compared to other leadership styles. To conduct the investigation, the interpretivism philosophy seems more suitable to this research and will help to answer the proposed research questions accurately. It is because interpretive research symbolises the definitive explanation related to human conduct by establishing causal associations among variables in social science fields (Leitch, Hill & Harrison, 2010). However, there could be differences of opinion on certain phenomena in different social settings, such as effective leadership style, which could be influenced by social context that a person belongs to. As a result, the understanding of an effective leadership style or leader's behaviour would differ from person to person as we are in a complex social world. Nevertheless, the interpretivist approach helps me to understand the complicated contacts and interactions among individuals or situations by reaching closer to the different participants through understanding the realities that they are in and accurately translating their opinions. This research will be employed inductive approach, which is mainly for building theories through understanding how human construct make their world and attaining more alternative explanations of what goes around. Thus, as a strategy, the case study will be utilised to investigate why a specific style of leadership is more effective to intrapreneurship and organisational performance. It is because according to literature on research methods, case study strategy has been identified as a suitable strategy when researcher requires to examine the real-life occurrences and comprehend the prominence of the research questions (Siggelkow, 2007).

3.2- Role of the Researcher and managing bias

According to Pezalla, et al. (2012), in qualitative research, researcher perform as a tool or an instrument in the process of data collection. Therefore, in this research, the researcher will act as an instrument which follows all the ethical boundaries in collecting and analysing data, accurately reporting the findings by maintaining the privacy and confidentiality of the participants. The data quality highly depends on the researcher's knowledge and experience in gathering data as an instrument (Pezalla et al., 2012). I have no personal or any other relationship with the research participants and have strong interviewing skills and experience through conducting other academic research studies, conducting varieties of interviews for many years therefore, this will help simplifying the data collection process from the participants.

Mitigating the bias in qualitative research, Koelsch (2013) suggests establishing an interactive means between the participants and researcher, and the gathered data is required for achieving higher accuracy and consensus. Therefore, I will mitigate bias by going back to the collected facts, personal experiences, shared values intrinsic beliefs and the interpretations. According to Koelsch (2013), assigning a member for checking the accuracy of the report by matching the

collected interviews and the written report especially result review section of the report to maintain the quality and consistency.

3.3- Research Methodology

Extensive research in leadership has been used as a quantitative approach. This is because using questionnaires has the advantages over cost, speed, and the coverage so that it might increase the weight to policy judgements (Easterby-Smith et al., 2008). Nevertheless, Avoli and Bass (1995) argued that quantitative approach is insufficient by themselves to examine the relations between multiple levels such as the behavioural, interpersonal, organisational and environmental in explaining the leadership actions and consequences, and they are habitually very limited in their setting of the investigation.

Denzin and Lincoln (2000) state that qualitative approach in the research includes an interpretative and realistic perspective: "This means that qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to them". When compared with the quantitative approach, the qualitative approach to research has advantageous because it offers proper means to study complex situations, and it helps to bring in different views of participants. According to Morgan and Smircich (1980), the fitness of a qualitative approach to explanatory environments, like leadership styles, are defined and experienced. Therefore, this study will use qualitative research method to study the most effective style of leadership that influence to intrapreneurial behaviour of the employees and organisational performance in tourist resorts in the Maldives and why that particular leadership style is effective compared to other leadership styles.

Semi-structured interviews will be conducted with participants; this will assist to investigate and explore in-depth of the different respondents' opinions, and expand the analysis based on those answers (Gray, 2009). Therefore, it is necessary to elicit the stories or assumptions that participants hold on managers' style of leadership and the intrapreneurship behaviours of the employees of the resort hotels of the Maldives.

Currently, in the Maldives, there are 130 resort hotels in operation. Among them, ten resorts will be chosen randomly for this research, and ten leaders/managers from different resorts will be selected across diverse levels (owners/shareholders, executives, middle-level managers) and ten employees decisively to assess a broad understanding about the most effective leadership style that encourage intrapreneurship among employees and improve organisational performance level in the resorts. These participants will be chosen based on their experience in the industry, specifically in the specific organisation, hierarchy, job roles and educational level. These criteria are set because, it is critical to identify participants who have the excellent knowledge and experience in the field, who know the organisational values and traditions and rules, and must have the ability to share their stories and opinions clearly in relation with the questions posed.

4- Data Analysis

In qualitative research, especially in a semi-structured interview with multiple participants, require a well-structured process for the analysis. According to Bryman & Bell (2011), data coming from qualitative approach especially interviews and observations of participants usually are not straight forward, not easy to analyse because it takes a large quantity of qualitative and unstructured textual materials. However, using multiple sources to collect data and analyse those will increase the accuracy of interpretation (Yin, 2014).

In this research, I will utilise secondary data for reviewing literature and primary sources such as interviews and note-taking. These data will be analysed by employing various techniques such as member-checking, classifying themes, and employing the conceptual framework into the analysis (Bloomberg & Volpe, 2012). The data will need analysis and coding in identifying if themes arise amongst the respondents' experience and the study inquiry. These themes would be a help in giving an extra meaning for the business problem and may help in understanding the most suitable leadership style that may be applicable to resort settings in terms of intrapreneurship and performance.

In acquiring the underpinned logic or meaning of the obtained data, I will apply text analysis instead of using a software program. Firstly, the collected data will be reviewed for similarities in terms of words, common phrases, and mutual themes. Followed by this, codes will be assigned for the themes which have been appeared from the data and unique identification number will be given to each individual interviewee, ensuring confidentiality and for the ease of interpretation. Finally, I will review those themes following the conceptual framework and the literature review.

4.1- Ethics and Data Management Issues

In any research, ethical principles are believed to be a critical element because, if the process encompasses unethical behaviours, it will contradict research objectives, and will cause harm to the stakeholders of the research. On the other hand, utilizing ethical behaviours in all the phases of the research will help to enhance responsiveness and build confidence among the participants. Before conducting the research, the university approval and participants' consent will be obtained. Extreme effort in avoiding any sort of unethical activity, or disruption of confidentiality and nondisclosure agreements, will be laid.

The original data that has been created for the purpose of this research in any means of electronic or paper will be deposited and secured in a locked cupboard for five years, and the disposal will ensue after that using a shredding process, per the university policies on data collection.

5. Results, Findings and Discussion

This research is to explore the most effective leadership style that encourage intrapreneurship and performance in tourist resorts in the Maldives and investigate why that specific leadership style is more effective compared to other styles of leadership. The research questions have been designed to gather related data about the intrapreneurial intensity in the organisation and the encouragement by leaders in the resorts of Maldives.

The data is taken through semi-structured recorded interviews with senior executives and resort staff. The result from the interviews will show participants' demographics such as age, gender, education level, experience, position in the organisation and property size that participants belong (number of beds, number of staff). The analysis will help to find out which leadership style is most effective or suitable in the resorts encouraging intrapreneurship among employees by fostering an environment that support individual initiatives, allows a certain degree of risk taking and encourage proactiveness among employees. The data will allow to identify the most effective style of leadership that help to improve organisational productivity or performance in terms of its sale and profitability. The data will help to answer the question, why that specific leadership style is effective in promoting intrapreneurship among employees and improving organisational and it will explain the reasons behind it.

I presume the result will indicate transformational leadership style is the most effective leadership style in the resorts of Maldives that influence on intrapreneurship. It is because, the transformational leadership style facilitates the intrapreneurship behaviour through changing the processes, inspiring and motivating employees and creating a positive environment for intrapreneurial activities and lead to better organizational performance. Research conducted by Moriano, et al. (2011) shows that transformational leadership style has a more significant influence on intrapreneurship among employees compared to transactional leadership style. However, it is believed that both transformational and transactional leadership styles are equally effective for improving organisational performance in the resorts. It is because, most of the employees in the resorts in normal operation have the tendency of motivating them by the economic rewards and incentives such as salary increment and promotion, and they are more focused on short term objectives of the organisation. These are some of the characteristics of transactional leadership styles and similar results have seen from chines employees working in multinational companies (Juju, 2018).

6. Conclusions

The paper is intended to explore the most effective leadership style that encourage intrapreneurship and performance in tourist resorts in the Maldives and investigate why that specific leadership style is more effective compared to other styles of leadership. This research assessed related researches that have been conducted in this line and studied the available literature in the association of leadership styles with performance and intrapreneurship behaviours. The paper additionally scrutinized the effects between leadership styles, intrapreneurship behaviour and organizational performance.

It is believed that in the context of resort settings in Maldives, transformational leadership style is the most effective leadership style to encourage intrapreneurial behaviour among employees however, both transactional and transformational leadership will be recognised equally effective styles of leadership in improving organizational performance of resort hotels in the Maldives. Besides, it is anticipated that the existence of intrapreneurship among employees would also provide better clarification on both direct and indirect effects on the association between leadership styles and performance of resort leaders of Maldives.

This qualitative research study addressed to investigate the most suitable style of leadership for resorts in Maldives and why that particular style is effective to foster intrapreneurship among employees and increase performance of the organization. However, it never gives a clear interpretation of the causal relationship of the constructs that is involved in this research. Therefore, a quantitative research application could be better choice in this type of study that generate more inclusive data to help in identifying the relationships between leadership styles of leaders, intrapreneurship behaviour and performance in the resorts.

6.1- Limitations

The research has identified its limitation as the research setting is significantly different from most of the resorts around the world. The resorts hotels in the Maldives are isolated islands, and all the services are managed independently by themselves; as a result, the outcome of the study may not be generalizable to others.

6.2- Research Timeline:

The research is expected to complete within two and half year time. The time that might accumulate for each significant part of the project is highlighted in the chart below. It is expected that the timeframe for data collection could make shorter; thus, the total project time frame will be shorter than proposed.

Figure: 2 (Research Timeline)

	Year – 1 (2020)				Year – 2 (2021)				Year – 3 (2022)	
	Jan-Mar	April-Jun	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun	Jul-Sep	Oct-Dec	Jan-Mar	April-Jun
Formulating R. Topic										
Literature Review										
Research Design										
Data Collection										
Data Analysis										
Finding Discussion										
1 st Draft Submission										
Correction										
Submission										
VIVA										
Correction										
Final Submission										

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Reflective Essay



Qualitative Research Method: LCDB7003

Lecturer: Dr. Amare Desta

UNIVERSITY OF WALES TRINITY SAINT DAVID

Qualitative and Quantitative Research Methods

In conducting social research, there are two fundamental methods; namely qualitative and quantitative. The choice of application among these methods has different reasonings and logic, which significantly rely on the purpose of the research and the subject. Both of the methods have distinctive ways of collecting and analysing data and have their own strengths and logic. However, both methods are tools that have been used to achieve same goals with diverse techniques and processes. Therefore, I found it is imperative to understand the applications of these research methods before setting out research.

I have some experience in conducting quantitative research and have some knowledge of its processes, logic and reasonings. However, for the research proposal that I have developed for my course work, I have chosen qualitative instead of quantitative method. It is because I am curious to learn and get experience in new things that impact my life and what I am aimed for my future goals so that my interest lies in understanding more about the qualitative approach. Therefore, I will be sharing my experiences and will accord my views on the individual characteristics, some benefits and weaknesses of both methods and their relationship with my proposal.

In doing the dissertation as part fulfilment of my master's program, I have used the quantitative method in my research. In fact, for quantitative module assessment of my DBA program, I have conducted quantitative research. Through these specific two assignments, and what I learnt from attended courses, the quantitative research method is believed as an exceptionally 'good-fit' to analyse cause-and-effect relationships of different variables. Through this method, the associated factors could be easily distinguished once the problem is known by the research participants. In the qualitative research method, data collection and analysis are quicker because it took almost a week to collect data from different four resort employees and another week for analysis. Sometimes, the collection process takes little more time for some researchers. The data collecting techniques that are being used, such as surveys and experiments, allow the data to be recorded in a convenient and organised manner for analysis. This helps to attain the result or outcome from the study quicker compared to other approaches. In collecting data, it is not mandatory that the respondents to be available to a particular location to answer the questions; as a result, the exercise makes easy and less costly compared with other methods. Surveys could be conducted through online, or phone or any other remote technique that allows data or information flow from one side to another.

One of the significant advantages of this approach is the structure of the quantitative method; its size and generalisability. It allows a broader or larger sample size when needed to employ in the research that ensures its accuracy when it demands to create generalisation to a broader population. The quantitative information gives a summary of what is being studied instead of participants specificity, and the result can be reflected beyond the participant group to the entire associated demographic with this sample. This approach allows maintaining the respondent's anonymity. Some of the sensitive research topics involve anonymity. Respondents do not want to be recognised themselves on the specific answers they give; as a result, the data is collected in a way that respondents' confidentiality is protected and respected. Thus, the process moderates the risk of false results since some participants are ashamed of sharing views and opinions that discuss the subjects related to them.

Some of the challenges that I have experienced and shared by colleagues could be worth to mention. Researchers using this quantitative method usually operates on assumptions whereby

the researcher believes that participants responses are constructed on truths. Due to the nature of the research, face to face contacts are very limited; as a result, the researcher is unable to assess the truthfulness or ensure the authenticity of the individual result. Therefore, no researcher can decide if the respondent's feedback or their answers are true or not. This is a concern for some serious studies especially sensitive subjects that requires to disclose personal information or individualised opinions because today, people are very close to committing lying in their daily lives and people keep lying even for no reason; like for fun. As a result, to eliminate this negative influence, the researcher needs to increase the sample size and employ more respondents in the research. Apart from this, it is not very easy to collect specific feedback details through this method. In some researches such as designing or modification stage of a new product or service, it could be challenging to receive the feedback or details that the designer may need to refine the product or service.

Though I am comfortable with the quantitative method, I have proposed to use a qualitative method in my research. It is because the topic that I have chosen is an exploratory topic, and the purpose of the research could be achieved if the qualitative method is employed. Qualitative data describes some of the characteristics and or qualities that attribute in something. This approach is primarily exploratory and asks the question about 'how' and 'why' a certain thing happens or a specific phenomenon occurred, or distinct behaviour continues in a specific context. This gives more meaning and understanding about human behaviour; people's feelings, emotions, and individual characteristics that digit or numbers easily cannot detail. My topic asks the question of how leadership styles influence intrapreneurship and organisational performance. To answer this question, I found that the qualitative method is more suitable, and it will give more meaning in exploring the result.

The most distinctive characteristics of the qualitative approach are subjectivity, non-random, and small size sampling compared to the quantitative approach. It is experiential that focus on capturing feelings and views of people so that it allows us to dive deep into the subject and attain rich descriptive data on social phenomena in their natural setting through different exercises. Qualitative method is a process that expands the knowledge base and provides the opportunity to discover the real feelings of human experiences through interviews and observations since human interactions are significantly complicated. This method shares information on people's behaviour; their needs, preferences, desires, daily routines and further essential information that is useful for designing and the invention of new product or service fit for the users. Therefore, to get in-depth information on a specific issue, the qualitative method is more appealing for me.

In the quantitative method, the researcher requires to follow a standardised process in collecting the data to accept statistical comparison; however, the qualitative method offers flexibility allowing you to respond the users while doing the interview. Through the interviewing skill that I have attained from professional life as a tv show presenter, I have the confidence that the common strategies that employ qualitative method such as structured interviews and observations could be utilised effectively. In any of these cases, the researcher collects data or information about individual behaviour, opinions and other useful information without knowing what data will be useful and makes meaning. The foundation for qualitative designs is conceptual frameworks, goals, and research questions. This pattern helps to develop theories and theories are emerged from the collected data in a qualitative approach; however, the way that quantitative measures, it helps to test and prove theories.

In analysing data, qualitative methods look for trends; researchers search for identical words and phrases. The trends identified in analysis gives support for developing strategies,

business decisions and product development. If a researcher requires to use statistical analysis in qualitative research, there is a possibility that could be done if time and budget allow continuing that exercise. The researcher can employ a behavioural coding that involves consigning numeric identities for the qualitative behaviours and converting those data into a quantitative form for statistical analysis. However, it is not easy to transform qualitative data into a quantitative form, which requires experience and time, especially when it is a sizeable amount of data.

Qualitative research approaches are believed to be more targeted. If a researcher wants to compare organisational productivity across the entire company, all sections, processes, and employees require to be fully accounted for the exercise. Qualitative research approach could be enormously concentrated, taking samples to form specific groups, factions and strategic points of the organisation to collect meaningful data. This approach can speed up the data collection process as well as reduce the costs involved in the data collection process.

Peoples' openness helps to sort out several severe problems related to their life. A qualitative approach, for example, interviews help to create openness among participants, and this allows people to expand their responses to new areas of mutual interest, highlighting new subject areas which may not be initially considered.

In conducting research, both qualitative and quantitative methods have their strengths and logics; however, in the event of choosing a method and identifying its suitability be contingent on the subject, desired outcome, researcher, available time, funds and data availability. Whatever choice a researcher makes on methods, it is critical to ensure the credibility and validity of the research and maintain the ethical standards throughout the research process.

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