

**Evaluation of the different leadership approaches
within the hotel industry.**

Student name: Marika Henszek

Student ID: 2208214

Module Lead: Daniel Payne

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Within management science, among the fundamental topics is the leadership strategy in the hospitality business. There is leadership and management discourse about any given human community. The objective of this essay is to provide different leadership theories and reflect on their effectiveness within the hospitality sector. This essay also includes the preferred managerial style within the hospitality industry. There is a detailed discussion on the organisation Ritz Carlton and its working approach with leadership approaches.

According to Mullins and Dossor (2013) there are a few important factors that optimise advancements in the hospitality industry. The relationships between the workforce, management, organisational structure, and resource utilisation can influence an organization's success or failure.

In the hospitality industry, leadership begins with a leader pointing their subordinates in the direction of a particular objective (Al-Asfour, *et al.* 2022). The ability to motivate others and communicate effectively is also crucial in directing the followers of the leader. Stated a certain way, the two primary factors that strengthen leadership are communication and motivation.

Despite their similarities, the titles "manager" and "leader" have certain differences. Stability, adherence to rules and regulations, and control are the manager's main objectives (Sajjad *et al.* 2020). Conversely, leaders consider formulating their vision and directing their workers in their direction. A leader inspires and motivates employees by assisting them in balancing their demands with the department and the organisation's primary goals. The framework for management developed by Blake and Mouton; Action Centred Leadership by John Adair and McGregor's X and Y Theory are three prominent examples of leadership behaviour theories.

Blake and Mouton's theory emphasises that a leader should be productive and focused on interpersonal relationships. It's crucial to achieve compromise between having an interpersonal orientation and a job orientation while examining behavioural leadership techniques (Simha, 2022). This theory consists of five leadership styles namely as a management in several contexts: destitute, country club, middle-class, team, and produce-or-perish. It makes it possible to assess how concerned a leader is for both the output and efficacy of the group. Within the hospitality industry, it is noted that if the provided service creates a lasting effect, the business will inherently come across as exceptional (Burke, 2021). This also applies to poor customer service, which will reflect poorly on the business. The advantage of implementing this model in the hospitality sector is it will help the leaders identify their leadership style as well as it will help to find out the approach of their subordinates. This will help to take effective steps to enhance customer

experience and grow the business. One of the cons of this model is that this does not suggest their leaders switch between different leadership styles.

Another leadership framework is Action Centred Leadership given by John Adair in 1934. He is recognized as the leading authority for leadership as well as leadership advancement in workplaces in the United Kingdom (Adair, 2022). Adair is most recognized for creating the Action-Centred Leadership model, which consists of three circles. Leadership is a highly improbable ability and according to Adair there exists no such characteristic that separates a leader from the rest (Simons and Lomax, 2021). Based on Adair's perspective, management and leadership are different. This is why, in his opinion, the foundations of systems, mechanics, and control form the basis of management. He makes a comparison between this and his teaching approach, Action Centred Leadership, which describes leadership as a confluence of the team, role, and individual—three interconnected and crossing circles. Because it is action-oriented, action-centered leadership has become a recognised leadership style as per Team Building, Open Door Adventure (2022). Although many of the practical leadership theories developed by John Adair are still taught and implemented today, he has remained better known for his other theories on decision-making and individual efficacy. Adair included several subheadings that clarified the distinct categories found inside each ring or group. (Krumins, 2022). Talking about this could help to use this framework to describe the team's performance. Managing every section presents a challenge for the leader: Adair contends that knowing what motivates individuals to behave is crucial to drawing their

attention and prioritising their efforts. Motives can be either conscious or semi-conscious; they are the inner urges or demands that drive someone to act.

According to Adair, effective leadership requires the three components of team, task, and individual. This is a result of individuals depending on their leaders to help them achieve common objectives, promote teamwork, and tend to personal needs. Adair highlights the importance of having a driven individual as well as an inspirational setting. The function of the leader is the third and most vital component; one feels that the leader should be entirely self-motivated (Luo and Mu, 2024). Adair believes that effective time management involves more than just being structured, productive, or finishing certain duties; it also involves managing time with an emphasis on accomplishment. Time management needs to be outcomes and goal oriented.

The major principle of Adair's views was that it was very new, and all people saw its significance in the fact that it was the most effective opposition to the prevailing Great Man ideas (Stanley, 2022). These views, no doubt, limited the prospects of teaching or identifying individual leadership qualities, as they expressed the belief that leaders were born and not inculcated by external happenings and objectives. A fundamental weakness of this kind of leadership is that it does not incorporate the notion of a flat organization as the best structural option. It is currently widely acknowledged that this is the most effective and efficient form of organization. In this regard, action-centred leadership is considered to have an overly authoritarian nature and is more adaptable to the old military style rather

than a contemporary workplace where the main concern is intellectual work, promotion of creativity, and change implementation.

In the hotel industry, client input is crucial to an organization's development (Anser *et al.* 2020). It is commonly acknowledged that offering exceptional services and raising client satisfaction levels significantly improve business performance for hotels. Hence, implementation of this action-oriented model in leadership within the hospitality sector will help the business to grow and it is highly effective for customer acquisition. This acts as the advantage of this model, which helps the business to increase morale and improve the productivity of the entity. The cons of this model include, restricting the entities as they will have a linear framework and the attention can be unstable between the factors getting poor outcomes.

Another approach to leadership is McGregor's Theory X and Theory Y of Motivation. According to McGregor (1969), leadership is responsible for directing people's behaviours and efforts to achieve the goals of the organization. Next, McGregor suggested an observation that employers' perceptions of employees are linked to two ideas. Theory X and Theory Y were the names given to these hypotheses. It makes four assumptions regarding employees in Theory X. The presumptions were that employees were indolent and attempted to avoid labour that force had to be applied to get them to work, that they lacked ambition and avoided responsibility, and that they prioritized security over all aspects of their jobs. Theory X constitutes an inappropriate technique for

measuring motivation since it assumes things about employees that are not true about human nature, but rather the results of management practices. Then, according to McGregor (1969), Theory Y is predicated on the real assumptions about human nature, namely that workers enjoy their jobs and regard them as a regular aspect of life. Even when individuals are not in positions of management, they can operate with little supervision if they are committed to achieving company goals, accepting responsibility, and being able to make decisions (Wangdi and Tobgay, 2022). Theory Y may be applied to the idea of job expansion since it encourages employees at lower levels to assume responsibility and gives them opportunities to meet their interpersonal and self-seeking needs. Moreover, Theory Y may be applied to involve staff members in decision-making. The advantage of this theory is it helps to manage the people in the organisation to be organised and work with common goals. Theory Y helps in creating interest among employees and works towards self-direction, which helps to solve issues of business creatively. The disadvantage of this framework is that some people are not contented with undefined employed boundaries.

Reflecting on the example of Ritz Carlton considering its leadership approach is discussed below. Established in 1983, Ritz Carlton is an international company based in the United States that operates multiple premium hotel chains globally (Zhu, 2020). The organization typically provides banquet events such as weddings, birthday celebrations, and conferences. Executives, bureaucrats, and those with high incomes and status were their target audience. Those who like to dine in usually bring loved ones and spouses along as

well. It becomes essential for hotels such as the Ritz Carlton to ensure customer happiness through the utilization of skilled human resources. Dahadi and Yusup (2020) state that executives serve as the organisations' brains, while workers carry out orders and move by them. On the other hand, how well a leader communicates directions to their team is known to matter. Appropriate work instructions and standard operating procedures are created by a competent leader. The most crucial is that a leader would adjust the structure and grammar to ensure that workers get the intent behind the task instructions. The Ritz Carlton Jakarta demonstrates noteworthy leadership abilities in ensuring client delight. Communication, adaptability, teamwork, creativity, problem-solving, interpersonal skills, commitment to work, time management, and attention to particulars are among the soft talents possessed by many leaders.

Hard talents include knowledge of technological devices, technical proficiency, analytical aptitude, certification and license, marketing aptitude, language proficiency, and design. The leaders of the Ritz Carlton Jakarta demonstrate their competence in achieving objectives and enhancing both individual and organisational contributions. Their ability to follow goals, acknowledge associates for their excellent work, promote team performance, and engage in calculated risks on behalf of the company completes their connection (Dahadi and Yusup, 2020). The leaders also execute the requisite expertise in preserving the operating structure's faultless foundation by identifying the kind of tools and equipment needed to attempt hiring. Additionally, they identify the root cause of operational failure and choose the appropriate examination and evaluation protocols.

A survey of leadership studies conducted in the hospitality sector makes clear that executives with transformational leadership abilities are in high demand (Vargas-Sevalle, Karami and Spector, 2020). Transformational leaders possess a significant emphasis on their employees, which may make them highly respected. Consequently, the hospitality sector faces an intriguing conundrum in that transformational leadership is required to retain employees, while transactional leadership abilities are required to uphold standards (Byantara, Qamari and Saad, 2023). Front-line managers who have responsibilities that are well defined and people who work with less skilled colleagues are more likely to use transactional leadership approaches.

Through improved psychological independence and employee engagement, as well as higher employee retention, satisfaction, and psychological contract contentment, hospitality firms can reap the benefits of empowered leadership. Additionally, moral leaders take proactive measures to encourage moral behaviour among their staff members (Ogunfowora, Maerz and Varty, 2021). They do this by emphasizing ethics messages within the workplace by rewarding moral behaviour and punishing immoral behaviour (Ahmad *et al.* 2023). This, for instance, shows a positive impact on customer-oriented citizenship behaviour by making hospitality staff members feel more obligated.

To conclude, according to the study above, stability, rule and regulation emphasis, and control are the manager's key goals. A leader inspires and motivates employees by assisting them in balancing their individual demands with the department and

organisation's primary goals. The advantage of implementing Blake and Mouton's theory in the hospitality sector is, that it will help the leaders identify their leadership style as well as it will help to find out the approach of their subordinates. This will help to take effective steps to enhance customer experience and grow the business. Among the primary criticisms of Action-Centred Leadership is that it ignores flat organizational structures, which are currently thought to be the best type.

The application of this action-oriented leadership paradigm in the hospitality industry will support business expansion and prove to be highly efficacious in attracting new clients. McGregor's Theory X and Theory Y of Motivation aid in motivating individuals inside an organization to become organized and to collaborate toward shared objectives. Theory Y encourages curiosity among workers and promotes self-direction, which fosters innovative problem solving in the business world. Transformational leaders are known to be one most effective approaches within the hospitality industry.

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