An Empirical Study on Analysing the Pathway of Success for Leaders in Hospitality Industry

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Abstract

The leadership management in the hospitality industry is becoming a challenge nowadays. However there is a little competition in the market especially in the field of leadership management in the hospitality industry. The hospitality industry must be developed because of the development of the open market operations within the country to stop the government has been given a high rate of tax from the hospitality industry as well. This is the reason why the government is helping for the development of the hospitality industry. In each and every industry there is a high necessity of leaders who are much more effective and efficient in handling any situation under any circumstances and without any hesitation. They must be trained as per the rules and regulations of the hotel management. In this research paper the researcher has applied both qualitative and quantitative methods in order to find out what has the situation of the leadership industry in hospitality Management during the time of the pandemic. In this research paper several skills are also discussed and the reasons and the circumstances are also described in a brief manner which will be helpful for analysing the findings of the research paper. Administrative policy in the area of the hospitality industry is one of the most leadership challenges for the faculty of the hospitality industry. Therefore in the academic session leadership management should be a part of study.

Keywords- Hospitality industry, Open market operation, Administrative policy, Academic session

Chapter 1 - Introduction

Leadership in general terms is considered to be an universal definition of directing and indicating other people in a strategic way so that a particular goal must be achieved within due time. However the understanding of leadership is based on several theories and conditions. In this research paper the researcher is going to explain the leadership quality which should be required in the hospitality industry. In the hospitality industry good quality of leadership is the most important thing that should be assured by the employees of the organisation. In the hospitality sector the importance of leadership depends upon the effective leaders and their ability to handle a task with perfect skill of maintaining a team under pressure and perfect environment. Examples of perfect leadership in the

hospitality industry are three types such as business savvy leadership, people savvy leadership and self savvy leadership. At the time of ancient era when the term leadership is considered as the king the leadership was like a double bind phenomenon (Øgaard., et al 2020). As per the directions of Cambridge University the double band phenomenon refers to a critical situation where no action should be proper in order to handle the situation. There is a high chance of risk and mistake. At that time the king was considered to be the best leader so the faults of the king had a very negative impact on the society. In the hospitality industry the manager on the leader has the same competency power to handle the employee in the right direction.

Gender Role in the Hospitality Industry

In the present day in the hospitality industry there is a high chance of being a leader for a woman. However this industry has become more flexible and practical for the women employees as well as women leaders. As per the research of working freedom of women report in the hospitality industry the rate of working women is increasing day by day. Are also sewing their support and no doubt their ability to handle any situation or any work with full concentration and full determination. As per the report it has been observed that the women leaders are more efficient and effective in handling the responsibilities of the hospitality industry. The female employees now become more free and aren't afraid of negotiating their work life with their personal life. However the other female leaders who are assertive in nature are able to break the barriers made by male-dominated society by showing their performance. Hospitality industry is a kind of industry which has given opportunity to the women in handling serious conditions as a leader. However in the hospitality industry the dynamic changes have always been orchid. As per the report of 2017 data the number of female CEOs is increasing which is a positive sign for the society.

Leadership Style in the Hospitality Industry

In the hospitality industry the leadership depends upon the performance of the employees at the village, the job satisfaction and the perfect or imperfect relation of the employees with the company. It is however clear that the leadership style in the hospitality industry depends upon the satisfaction and answers of the employees. The basic approach or method of the leadership style of the hospitality industry depends upon so many factors and causes such as the characteristic of a leader, the number of followers of the leader, the popularity of the leader among the employees, and the positive environment in the place of working area etc. So basically the leadership style in the hospitality industry depends upon the transformational aur changeable leadership which is also known as the dynamic leadership style and leader-member exchange (Liang., et al2017). Ads in the hospitality sector there is no fixed plan. This is because of the number of tourists therefore the leaders in the hospitality industry must be dynamic in nature so that the leader will be experienced in handling the critical situation as well. The performance of the employee shows the effectiveness of the leader. Transformational leadership is basically related to accounting or observing the number of followers of any leader of any organisation. So the leadership style of the hospitality industry is basically considered to be creating a perfect environment for the employers so that it will be easy for them to achieve their goals and motivate them to work more. This will ultimately raise the performance level of the employees as well as the outcome Enterprise. As per the theory of leader-member exchange, the leadership style in the hospitality industry depends on the human resource of

the company. We should be highly talented and it will increase the competitive advantage of the organisation (Drummond, et al 2019).

1.2 Literature Reviews

Hospitality Management is a pure service based sector, where customer satisfaction is the top most priority of the business. The purpose of Hospitality Management is to provide home-like comfort to the traveller or the person who travels from different places (Tesone., et al 2020).

What do leaders do in a Hospitality Industry-

As per the views of Arasli, (2020), leaders are great influencers in Hotels and Hospitality Management. As it is obvious the main motive of the Hospitality management is to serve the guests arriving at their places, a leader is required for taking care and supervising the staff to perform their duties in the best possible way. In case of the conflicts or any miscommunication the Manager deals with the situation. Thus the Manager acts as a leader in hospitality Management. They manage the functioning of the organization as well as greet the customers in their needs.

Hospitality secretary takes more care while dealing with guests, because even one negative image could ruin their entire reputation. Therefore the leaders proactively took over all charge of the organization and have been given power to take decisions as per the demand of the situation.

The views of Wang (2020), suggests the present scenario in the case of Hospitality Management. Due to COVID-19 pandemic outbreak the most affected sector is travel and tourism due to which the interdependent sector Hospitality and Hotel services have been greatly affected. Even in the Post covid situation the hospitality management situation is different from the normal time.

The leaders are focused on returning the workable conditions for the employees, along with that sanitization is doubled and social distance is ensured to enable a safer environment for the guests (Nebel III., et al 2017). The following qualities in managers would help the deal with the crisis situation-

● Diligence Ability

● Problem solving skills.

● Critical thinking.

● Team Management.

The leaders in Hotels and Hospitality sectors have a critical mindset while dealing with the customers. More the customers there are, the more they will visit or refer their family and friends to visit at the same place. Thus the leaders act according to the thought and perception of the clients. Some studies have shown managers often persuade the guests in times of conflicting situations.

Bavik (2020), Suggest the following strategies the leaders used in Hospitality Management to establish a good rapo with the customers.

● Communication is the best process to attract the guests, the leaders use the greeting strategy .Everyone in Hospitality sectors are instructed to greet the customers at their arrival and departure.

● The Manager asks for their experiences of staying and takes up the complaints and compliments positively.

● The Managers also provide personalized service at the demand of the guests and often add complimentary gifts as a token of gratitude towards the guests visit.

● In case of exceptions such as any celebration the guests are welcomed personally with gifts and flowers to make them feel special on their special day.

Muharam, I. N., & Asutay, M. (2019), Online disclosure practices of halal-friendly hotels, Journal of Islamic Marketing.

1.3 Research Gap

Hospitality management is the mostly affected business in the pandemic period. As the restrictions were imposed on the movement of people, and all the travel restrictions were imposed - hospitality businesses had to face huge losses. Here the researcher addresses how the leaders have taken an active role in managing hospitality management during the crisis. The research gap intends to examine the emerging role of leaders through a primary research along with a descriptive secondary research on the leaders understanding clients perspective in hotel management and hospitality management initiatives.

1.4 Research Question

Q1. What is the emerging role of leadership in tackling the pandemic crisis in hospitality management?

Q2. How do leaders influence the customers' perception in hospitality management?

1.6 Research Objectives

● To determine the role of leaders in the development and management in the hospitality industry.

● To clarify the significance of women in the leadership of the Hospitality industry.

● To know the future scope of the leadership in the hospitality industry.

● To know the factors that are responsible for affecting women in the hospitality industry.

1.7 Hypothesis

The following Hypothesis were undertaken by the researcher for the primary method-

H^0- There is no significant difference between the leadership effectiveness before Covid-19 and after Covid-19

H^1 - There is a significant difference between the leadership effectiveness before Covid-19 and after Covid-19.

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Chapter 2 - Research Methodology

2.1 Research Method & Design

The researchers have used mixed methods in the research. For the first research question the researcher has used the primary research method and for the second research question the researcher has used the secondary research method. Along with that the researchers have used the interpretivism and positivist paradigm research philosophy to find out the leadership role during the pandemic period and the leadership approach in influencing the customer mindset. Hospitality Management is the service sector. Therefore the researcher has used Qualitative as well as Quantitative methods in the data collection. The researcher had used a descriptive method to provide descriptive analysis for the leaders influencing customer perception and explanatory method for the Quantitative analysis.

2.2 Research Approach

For a well developed Research- planning is essential. Thus the research approach provides an outline for the data collection and data analysis. In general the research approach is based on two factors-data collection approach and data analysis approach. As the researcher has used a mixed method- the data collected are from primary sources as well as secondary sources. The data analysis is also done through- Quantitative research analysis for finding whether there is any significant difference present in the leadership style before Covid-19 v/s after or during the pandemic (Araslı., et al 2019).

2.3 Research Limitation

The research paper follows certain Ethical principles to ensure no such misconduct happens. As per the guidelines the researcher has taken care of the originality of ideas and concepts were discussed from the findings. The data collected through the primary method- have ensured the participants for maintaining confidentiality. All the information gathered were strictly used for the research only, the researcher had no personal interest over the information. The information was stored with the personal database of the researcher computer and it would be stored until completion of the research evaluation process.

During the research process, the researcher found it difficult to manage the primary method and secondary methods simultaneously. It was a bit difficult to calculate 85 responses and was time consuming to calculate the individual responses (Şeşen, et al 2019). The researcher found it difficult to gather information for the secondary sources as there was less information on the leaders influencing the customers perception in Hospitality sectors (Hinkin, et al 2014).

Data Collection

In the research the researchers has used primary method for collecting information for the first research question i.e the emerging role of leadership in tackling the problems arises pandemic. As the hospitality sector depends upon the customers Satisfaction- the primary method would be helpful in understanding the management of the hospitality industry.

For the second research question the researcher used the secondary method to understand how the leaders have influenced the perception of customers. Understanding the performance of the business and customers reviews would ensure how well the manager has influenced the customer mindset. If

the leaders understand what the customers or guest wants they would design their services accordingly.

Chapter 3 - Analysis of Data

What is the emerging role of leadership in tackling the pandemic crisis in hospitality management?

The emerging role in the Covid-19 plays a significant role in the hospitality sector as the pandemic has created a mess for the travel and hospitality industry in the world. Many people have lost their jobs, many guest houses and lodging were closed permanently (Kusluvan, et al 2010). However in order to bear the loss and gear up again amid the disease the leaders need to play a proactive role. As for information the before Covid-19 have shown positive reaction of leadership management however the staff were much disappointed during the Covid-19 situation due to inefficiencies in the management. No doubt Pandemic has created ruckus in the entire hospitality sector, the leaders have learned to operate with the uncertainties (Wang, et al 2020).

The above method (t- test) has been used to study the leaders' impact on the hospitality industry before Covid-19 and after Covid-19.

T- test is a parametric statistical test which analyses the significant difference between two sample means or difference between two sample mean and population mean (Olsen., et al 2018). The t test purely belongs to the t distribution that always tries to establish if two sample mean differs whether the difference is statistically significant or not. The difference between two means are statistically significant only when the t score is associated with probability i.e less than .05 and .01.

Responses	Recruitment Process	Working Hours	Salary Remuneration	Hygiene and Sanitization	Reward and v Appraisal
Before Covid-19	314	298	272	302	300
After Covid-19	288	246	234	338	264

Here the researcher has used the t - test to identify whether there is any statistical difference between the leader's role and actions before the Covid-19 and After Covid-19.

Another important thing is the t- test includes formation of hypotheses - H^0 and H^1. When the scores are statistically significant H^1 is accepted and H^0 is rejected. The mean scores were represented through graphical representation in the below mentioned table-

N_1= Number of Observation

df= degrees of freedom

M=Mean Score

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SS= Standard Deviation

T-Value= T Scale/ Obtained score in the t-test

P Value= Probability Value

H_0= Null Hypothesis

H_1=Alternative Hypothesis

Treatment 1   Treatment-2

N_1=84 N_2=84

df_1=N-1=84-1=83 df_2= N-1=845=83

M_1=17.88 M_2= 16.23

SS_1=1120.8 SS_2= 1484.65

S^2_1=SS_1 (N-1) S^2_2= SS_2 (N-1)

    =1120.8/83   =1484.65/83

    = 13.50   =17.88

T-Value

S^2p= ([df_1/ (df_1+df_2)*S^2_1]) = ([df_2/ (df_1+df_2)*S^2_2])

    = ([83/ 166) * 13.50]) + ([83/ 166]) * 17.88)

    = 6.75 + 8.94

    = 15.69

S^2M_1= S^2P/ N_1= 15.69/ 84= 0.18

$S_2 M_2$= S^2P/ N= 15.69/ 84= 0.18

t= (M_1- M_2) / √ (S^2M_1 + S^2M_2)

    = 1.65 *√ 0.36

    = 2.36

The t- value- 2.36

P- Value= 004201

The result is significant at P< .05

**Interpretation at .05 level-**

Here in this result the obtained t value is more than table value or P value which signifies there is statistical difference between the effectiveness of the leader in Hospitality Management before Covid-19 and After Covid-19. That means the researcher accept the alternative hypothesis - H^1 and reject the null hypothesis- H^0

1.   Here the researcher has derived the t-value as per the methods of formula. According to the responses the basic difference of the employee Recruitment policy between before Covid-19 and after Covid-19.

2.   The basic difference of working hour of the employees before Covid-19 and after Covid-19:
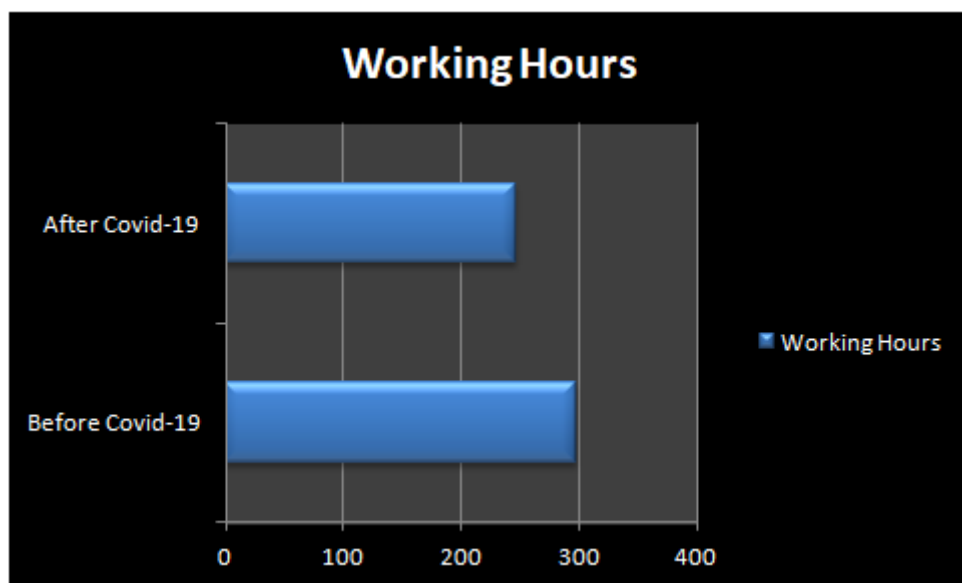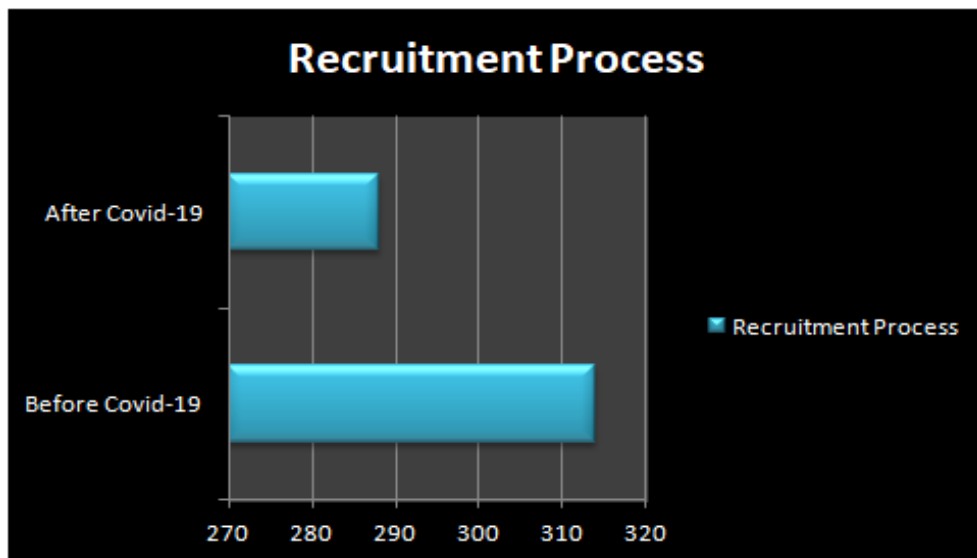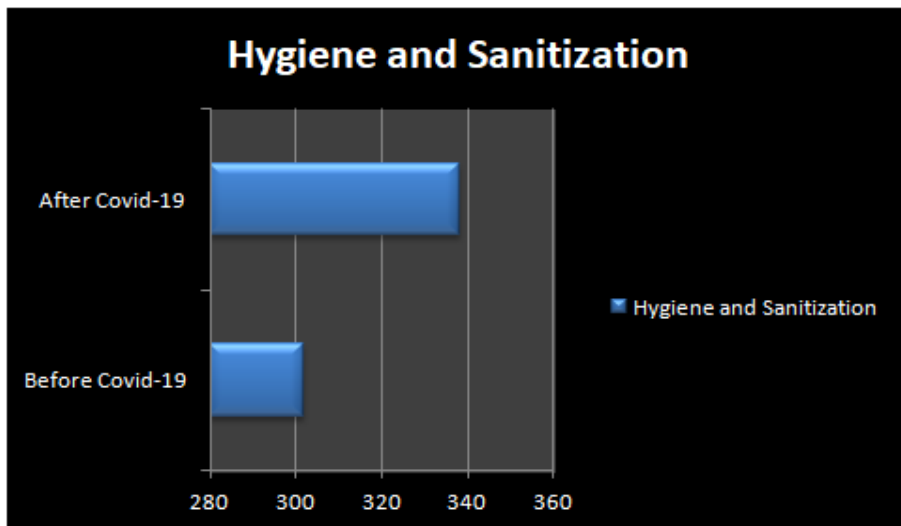
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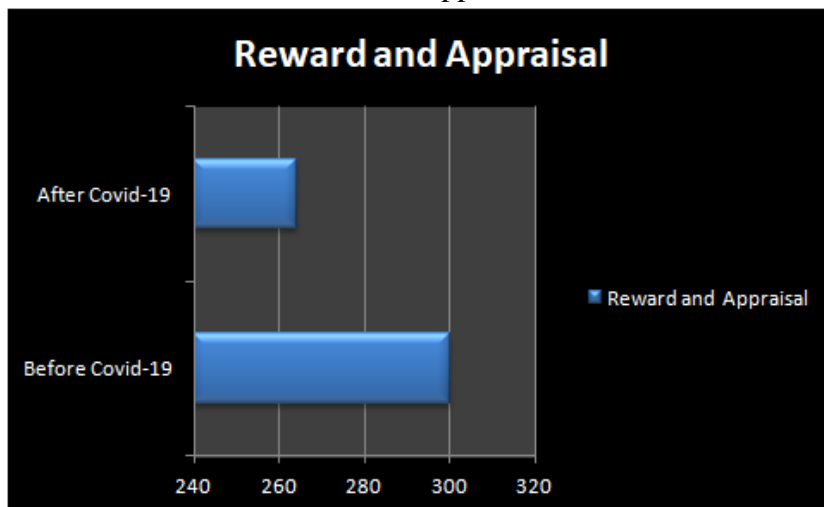
3. The basic difference of Salary Remuneration before Covid-19 and after Covid-19:
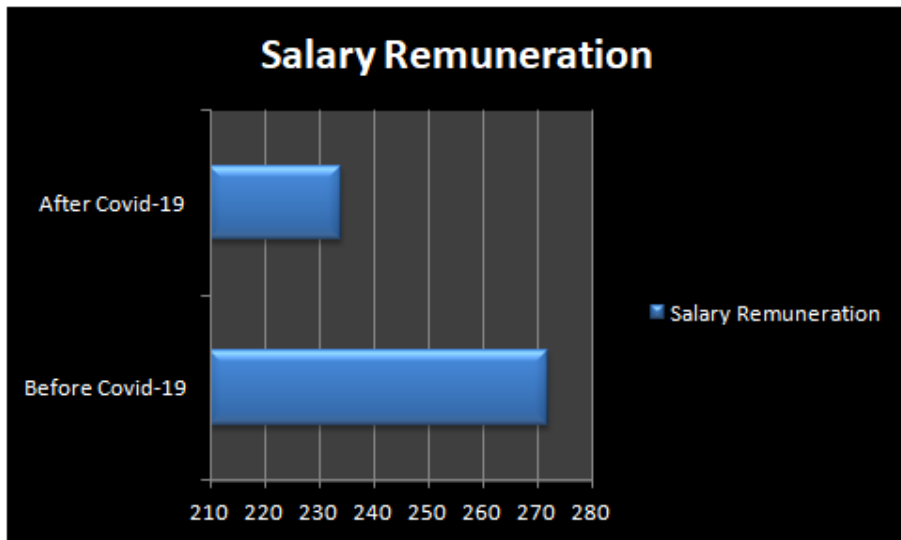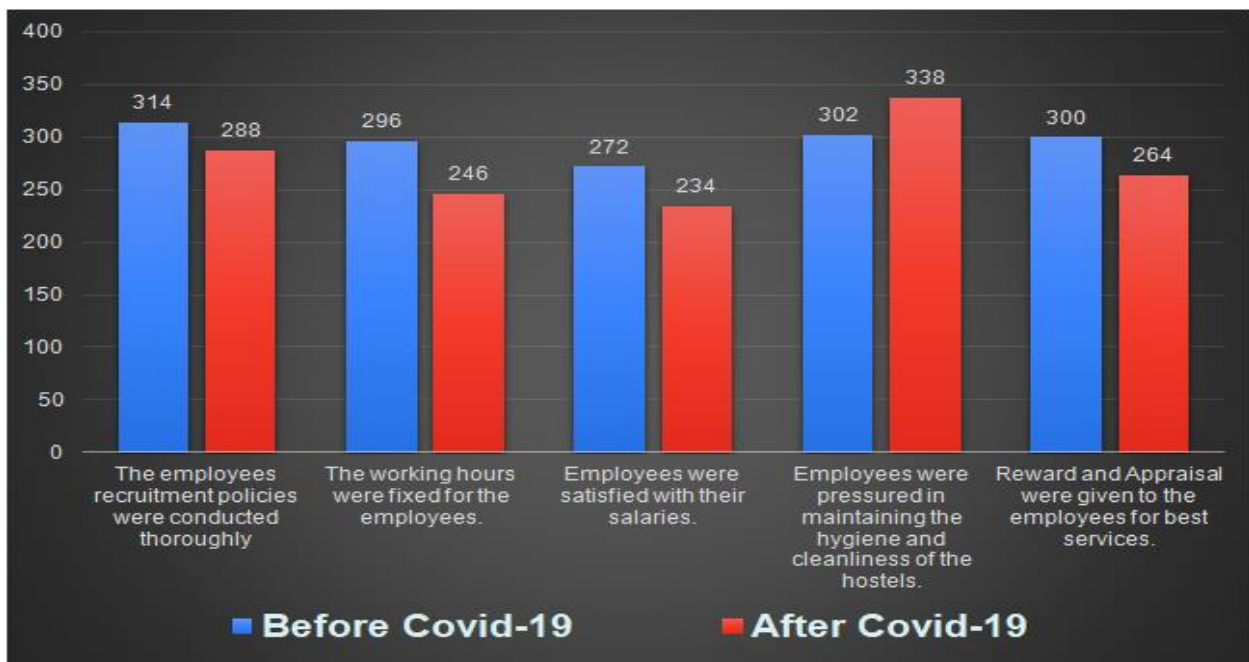

4. The basic difference of Hygiene and sanitization before covid-19 and after covid-19:

5. The basic difference of Reward and Appraisal before covid-19 & after covid-19:

So the overall and total diagram is be like;

How do leaders influence the customers' perception in hospitality management?

A leader in the hospitality industry should possess highly management skills so that he/she will be able to handle any situation without any hesitation. This is the most basic requirement that will be helpful for a leader to satisfy the consumer perceptionskilfully (Pittaway., et al 2018).

Skilful management of financial resources

Within the hospitality industry the management and allocation of financial resources are always in top position. However, the management of financial resources includes perfect budgeting and generalising the accounts as well. By this the leader of the hospitality industry can identify the wants and demands of the consumer and do as of their willingness (Walker, et al 2018).

Cognitive skills

The term cognitive skills define the collection and presentation of so many plans and programs in a systematic way which will be able to handle customer satisfaction in a good process. It will be very much beneficial for the consumers to understand the facilities which are available within the company. Communication skill is also very much necessary for the leaders of the hospitality industry.

Human resource Management

In the hospitality industry the leader cannot handle each and every work without any help so the employees are the pillars of the hospitality enterprises. That's why a leader must be aware of handling the human resource management which includes the consumer satisfaction as well as the employee satisfaction within the company. It will motivate the employee to work further.

Source- https://goricastanisic.wordpress.com/2014/01/12/is-servant-leadership-effective-style-in-hospitality-industry/amp/

Chapter 4 - Results & Findings

As per the above mentioned graph the management of Hospitality sectors were analysed using 5 factors to understand changes that happened after Covid-19. The null and alternative hypotheses were taken to ensure whether there was any significant difference present in leadership effect before Covid-19 and after Covid-19.

The results showed there was a difference, the factors analysed in the research shown the following results-

● *Recruitment process*- The Recruitment process was affected as all Recruitment processes were conducted in the online mode. Thus, the biases and favouritism were seen in this phase. The responses show that most of the Hospitality staff was not happy with the process - as it was done haphazardly. The trainee employees were selected through online interviews and did not receive proper practical exposure and Induction training was not that effective.

● *Working Hours*- Before the pandemic the Working hours were fixed and employees were paid extra payments for extra hours. However, the pandemic has made the Working hours a big mess as no fixed working hours were there. As the management faced difficulties in connecting with the staff, they had to remain alert for the entire day. The respondents were not happy with the working hours.

● *Salary and Remuneration*- In the pandemic period most of the employees lost their jobs and most of them had to face pay cuts due to the off seasons. As the industry was running with low profits it was unable to make payments timely.

● *Sanitization*- Being in the hospitality sector, Management have always emphasized upon maintaining the hygiene of the hotels and guesthouses. However, the Management has taken a proactive role in maintaining hygiene of the hotels and lodges after the pandemic and even during the pandemic. Safety measures were taken and sanitization was regularly done to avoid the spread of the disease.

● *Reward and Appraisal-* The reward and appraisal during the pandemic and even in post pandemic period were low , as the Industries were running in losses and the loss was not going to recovered soon , despite of the hard works the employees received less or 0 appraisal in comparison to before Covid-19 situation.

Thus, from the findings, the situation is clearly seen. The pandemic has reduced the work efficiency of the employees as well as Management could not deal effectively. The possible reason could be - the pandemic was new for all and no one has ever faced such serious damage, as well as the uncertainties were unpredictable. As the disease has not been ending soon, Hospitality sectors are facing difficulties in recovery. But the positive side is that it has made the Management stronger for upcoming years.

Chapter 5 - Conclusion

The nature and character of the hospitality industry is very dynamic because the demands and wants of the consumers are increasing and changing day by day. This will however be a critical challenge for the leaders and the managers of the hospitality industry. **Therefore,** several innovations and technological advancement must be necessary in order to handle and co-operate with the numerous demands and wants. At first the change should be in the hotel industry and the technological facilities. In the hotel industry the basic focus should be given on the technological improvements which also personalize as burn the one of the **customers**. In the five star hotels the price should be valuable as per the facility given. The technological improvements and innovation within the hospitality industry is very much essential in the matter of development of the hospitality industry. It is however not necessary to only develop technologically, rather the hospitality industry should consider the plans and programs and should evaluate the plans and programs as per the rules and regulations decided by the leaders.

Chapter 6 - Future Scope

In order to have effective leadership in the hospitality sector the following strategies could be implemented-

● Giving more emphasis to technological advancement in order to make sure everyone could work online, if the situation worsens in future again.

● The leaders need to identify the loophole and encourage the staff emotionally and financially in such a recession period.

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