"Influence of Thought Leadership in the Hospitality Industry"

[1]Dr. KetanChande, [2]Dr. RuchitaVerma
[1]Associate Professor,School of Hospitality Management,NMIMS (deemed to be university), Mumbai, India
ketan.chande@nmims.edu
[2]Dean, School of Hospitality Management,NMIMS (Deemed to be university), Mumbai, India
ruchita.verma@nmims.edu

Abstract
Leadership, innovation, and performance are essential factors to achieve the desired sustainable profitability of companies. The relationship between these variables is one of the keys to the organizational success, although their study has proved to be complex. The purpose of this article is to analyse the impact of leadership on the relationship between innovation and performance in the hotel sector. Leadership is a vital management function that helps to direct an organization's resources for improved efficiency and the achievement of goals. Effective leaders provide clarity of purpose, motivate and guide the organization to realize its mission. What is the best leadership style in hospitality industry? The results suggest that open communication and people-centered leadership style is the most efficient for the hospitality industryManagers who inherently respect their employees as important individuals and see them as part of the team find it much easier to command respect in return.that leading in hospitality sector needs to reflect what may be called hospitable leadership: successful leaders in hospitality demonstrate a leadership style that not only enables and inspires and sets strategic direction, truly welcoming input and viewpoints from operational staff and leadership levels
Keywords: Leadership, thought leadership, employee job performance,Hospitality services, data analysis, methodology.etc.

1. Introduction

Tourism companies operate in a competitive world, where innovation is an essential condition for the survival of companies (Sundbo et al., 2007). A more dynamic and rapidly changing business environment has forced the hospitality industry to resort to effective leadership processes as a way of motivating employees to obtain the desired results (Huertas-Valdivia et al., 2019). Leadership plays a key role in promoting firm innovativeness (Khan et al., 2020). The definition of leadership has changed considerably in the last decades, the initially concept linked to the figure of "great man" fell out of use, the most recent approaches focus on the transformational dimension of the leader (Brownell, 2010). This dimension is reflected in a collaborative and relationship attitude, establishing open communication, forming and supporting the team effort and providing the necessary resources to fulfil a shared vision (Brownell, 2010; Humphreys & Einstein 2003; Stone et., 2004). Leadership is a critical factor in organizations, as it can affect goals, visions, strategy, social environment and employee motivation (Yukl, 2013). Leadership is the ability to

influence others to voluntarily make decisions that promote the short and long-term growth of companies (Nejad& Rowe, 2009). Pioneering leadership studies originate from Ohio and Michigan Universities identified two main types of behavior among the surveyed leaders. Leadership oriented to people, as the leader is attentive to subordinates, respects their ideas and feelings and establishes mutual trust. On the other hand, task-oriented leadership, the degree to which the leader is task-oriented and directs subordinate work activities to achieve the goal (Daft, 2008). To make the right decisions, managers need to know how to balance their technical and social skills in the right combination, promoting relationships and interactions that lead to communication processes that have to be effective in order to motivate and lead others (Page & Connell, 2009). To survive in the present business changing environment, companies realized that the ability to change and adapt was inevitable. Leading change management has become the main concern of all executives. In this context, transformational and charismatic leadership theories arise (Gill et al., 2005).

II. LEADERSHP STYLES:

Servant leadership may be a way in which leaders can increase the chances of bringing out the best in their followers. Servant leaders tend to communicate directly with their staff – their manner is perceived to be duly 'direct', transparent, and authentically personal. They communicate with the intention to understand their needs and concerns, and their aspirations – and these servant leaders end up understanding 'how their staff tick'. Servant leaders lead, as such, but they do that with a view to being of service to their members of staff – all for the ultimate benefit of the business.

I would argue that leading in hospitality sector needs to reflect what may be called hospitable leadership: successful leaders in hospitality demonstrate a leadership style that not only enables and inspires and sets strategic direction, truly welcoming input and viewpoints from operational staff and leadership levels that report to them, but also empowers those echelons and gives them due care and compassion, combined with a level of increasing self-direction and autonomy. This requires not only able leadership, but also calls for a suitable set of values and characteristics to be possessed and upheld by leaders.

Effective leaders understand and value the contribution of careful, predictive hiring decisions to the quality of the work being delivered in their organizations. In the hospitality industry, then, this relates to members of staff who possess certain personality characteristics and levels of interpersonal skills, stress resilience and, for instance, empathy – especially guest-facing staff. And that is just about 100% of the workforce in any hotel establishment.

III. PERSONALITY:

The achievement-oriented nature of conscientiousness as a personality domain maps well onto those characteristics of employees who are oriented towards learning. Such employees tend to be motivated to achieve, succeed and persevere when faced with challenges or difficult tasks. Agreeableness is another relevant factor of personality that relates to performance in world of hospitality: for instance, high-performers are likely to display courteousness, a concern for others and generosity. High scorers on the trait of agreeableness (one of the 'big five factors' of personality) tend to be good-natured and eager to cooperate

and avoid conflict. They are more cooperative and willing to trust those around them (colleagues and others around them). The one area where agreeableness – as a key variable of personality – is less straightforward is where effective leaders need to be able to take challenging decisions and hold others to account. This may be more difficult for those who score high on (facets of) this domain.In today's world, leaders in the hospitality industry (as elsewhere…) need to show the example. The example of shaping an inclusive work environment and showing respect for a wide variety and types of guests who the hotel establishments are welcoming, where diversity is embraced – but, importantly, all this not only applies to its guests, but also its workforce.

IV.LEADERSHIP APPRAOCH:

Leadership is a complex activity. The Leaders are the people with a huge responsibility. The actions and thoughts of leaders have wide influence on the people and society at large. Often there are long term implications of the actions of leaders. The last one hundred years of human existence has seen cataclysmic changes. It is not only the changes in technology, demography, climate and the external social and economic changes but also the pace of change which has increased and is increasing exponentially by the day.

The concept of leading or modern leadership is relatively new. Leadership has generally been associated with the individual qualities like charisma and the personal characteristics of leaders. In the opinion of the researcher there have been very significant changes in the past one hundred years in almost all conceivable fields. The pace of change is getting faster in an exponential manner. The world GDP has multiplied by almost sixty times in the past one hundred years. The human population has increased by twenty times in the last two hundred years. There have also been rapid technological changes like the internet and the communication technologies which have changed the way in which people communicate and access information. The planet has become an increasingly complex place to live in. Leadership needs to be redefined in the context of issues.

V. LITERATURE REVIEW AND PROPOSITION DEVELOPMENT

Zakaria Elkhwesky, (2022) This review has demonstrated that leadership styles research in hospitality has made progress in the past 13 years; however, there are conceptual and empirical overlaps among different leadership styles in hospitality. There is a lack of research on antecedents and integrating theories in studies. This review has revealed that several leadership styles have not been rigorously examined in hospitality research with their outcomes.

MdKarimRabiul, Tan Fee Yean, (2021) , This study examines the relationship between leadership style (servant and transformational leadership), motivating language and work engagement. A sample of 391 lower and mid-level Bangladeshi hotel employees, selected via simple random sampling, participated in a cross-sectional survey. The mediating effects of motivating language regarding the association between the two leadership styles and work engagement were examined using partial least square-structural equation modelling. Both

leadership styles and three types of motivating language have positive relationships with work engagement.

AivaliotiYpapanti,(2021) , Human Resources Management (HRM) plays a catalytic role in the positive performance of a hotel. The Covid-19 pandemic struck the tourism sector to an unprecedented degree at a time when the industry was unprepared for such a severe health crisis. Maintaining the smooth operation of hotels during the crisis presupposes new financial planning, new services according to the health protocols, or modification of those already provided. Under this situation, staff training is necessary. The purpose of the present paper is to examine the impact of leadership on the motivation of hotel employees during the COVID19 pandemic

Candace Blayney, (2020) This research provides a glimpse into the complex and fascinating relationship between leadership and organizational performance. It provides yet more evidence to enhance our understanding of leadership and outcomes. However, more research is necessary. It would be interesting to have a comparative study between the three leadership competencies addressed in this research and RevPAR in non-Canadian industries. It would also be very useful to approach this topic in a way to further isolate and compare the fundamental differences between the People Leadership variable, and the Visionary and Strategic Leadership variable, and their relative impacts on RevPAR.

VI. THOUGHT LEADERSHIP:

According to the **leadership's** researchers, **effective leadership** is a key analyst of organizational success or failure while examining the factors that lead to organizational success.In sum up, **effective leaders** have power over specific traits and show specific behaviors or styles of **leadership**.

Except for conducting a real-time **assessment** through direct observation, conducting surveys of employees is the best way to **judge leadership effectiveness**. Through surveys, organizations can develop questionnaires that reflect the characteristics of the organization well by means of employees' participation.

- Honesty and integrity.
- Confidence.
- Inspire Others.
- Commitment and Passion.
- Good Communicator.
- Decision Making Capabilities.
- Accountability.
- Delegation and Empowerment.

Assessing the **effectiveness** of a **leader** is often a **difficult** exercise for many organizations. This is usually because most assessment procedures are influenced by organizational politics, they are not standard based, and the items on which a **leader** is assessed are undefined or poorly defined.

VII. PROPOSITION DEVELOPMENT;

Leadership is a social and group phenomenon; there can be no leaders without followers. Leadership is about others; 2. Leadership involves interpersonal influence or persuasion and leaders move their followers through goals and actions; 3. Leadership is goal-oriented and action-oriented. Leaders take an active role in groups and organizations, which in turn use influence to direct their followers and achieve goals; 4. The presence of leaders in a group assumes a hierarchy. There are cases where this hierarchy is formal and well defined, keeping the leader at the top, in other cases it is informal and flexible.

1. Vision - refers to an idealized image of the future, based on the organization's values;

2. Inspirational communication - refers to positive and courageous messages about the organization, as well as statements that lead to motivation and confidence;

3. Supportive leadership - expresses concern for followers, always taking into account their individual needs;

4. Intellectual stimulation - stimulates the interest and awareness of employees about problems, as well as increasing their ability to see these same problems in a new way;

5. Personal recognition - always rewards for recognition and effort in achieving goals.

VIII. PROBLEM SPECIFICATION:

Although, leadership is a familiar concept, due to its complexity there are many ongoing discussions about the origin and forms of leadership. This paper focuses on four main problems in regards to leadership. First, "One of the worst business lies is "You can't teach leadership skills because leaders are born and not made."" (Ryan, 2016) This thought reflects on the ongoing debate in research and business world about the origin of the leadership. There are two opposing theories, about predestined and developed leaders.

These two theories are compared in detail in the literature review. Second, many people associate high managerial positions with leadership. Whereas, representing a high position in the hierarchy does not automatically result in being a leader (Arruda, 2016).

A recent business trend is for corporations to offer leadership development programs and encourage emergent not appointed leadership to increase efficiency. The literature review focuses on drawing a clear distinction between the roles of leaders and managers. Third, an emergent topic in recent years is the gender gap in leadership. There are many issues associated with the problem which can be demonstrated by the pay inequality and leadership disproportion. This leads us back to the quote about girls being perfect and boys being brave. The problem is originating from early childhood when we encourage men to negotiate and be driven, but in contrast, we encourage women to be careful and safe (Saujani, 2016). This translates into the work environment where women tend to negotiate about their pay and work condition

IX. METHODOLOGY:

To test the proposed hypotheses, a quantitative study was carried out and primary data were collected from the answers to a questionnaire. The questionnaire consists of two parts. The first part aims to collect socio-demographic information and the second part consists of 37 questions, divided by the three variables. In order to test the three variables' normality

distribution hypothesis, and given that our sample size N>30, we have chosen to perform Kolmogorov-Smirnov normality tests (at 5% significance level), whose results are shown in Table 3. The Sig. values for the variables Innovation and Performance satisfy Sig. > .05 , therefore we should not reject the null hypothesis: these variables are normally distributed. On the other hand, Leadership has Sig. . = < 02 .05 which means that we should accept the alternative hypothesis: it is not normally distributed.

X. COMPETENCY MODEL IN THE HOSPITALITY INDUSTRY:

Competency model in the Hospitality Industry Effective leaders must distribute the task according to the right skill sets of their team, communicate the tasks clearly and motivate the followers to cope with the pressure from the environment Researchers Testa and Sipe (2012), analyzed the works mentioning leaders competencies and conducted in-depth interviews with 110 managers from various fields in the hospitality industry, and based on this research they developed 3 categories of leadership competencies crucial in this sector. The competency model included Business Savvy, People Savvy, and Self Savvy. Firstly, Business Savvy concentrates more in-depth on performance and effectiveness of the establishment. It entails skills focusing on planning, managing team productivity, financial analysis continuous performance and system improvement and strategic decision making. This category of competencies is goal oriented and uses technical skills. Secondly, People Savvy is an employee-centered dimension concerned with interpersonal leadership and open communication. When applying this dimension to the hospitality industry, it entails both customer and employee satisfaction. Leaders must focus on team development and skills enhancement of the individuals and ensure pleasant working environment.

TRANSFORMATONAL LEADERSHIP
TRNSACTIOANL LEADERSHIP
THROUGHT LEADERSHIP

EMPLOYEE JOB PERFORMANCE
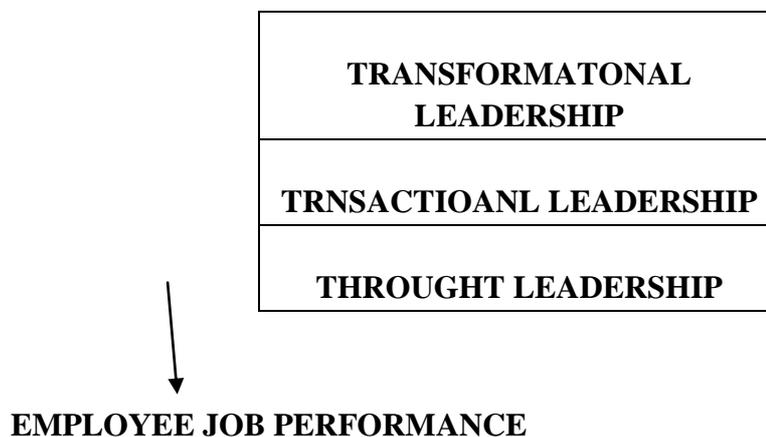
Leadership style in the Hospitality Industry Leadership style influences the performance, employee job satisfaction and relationships within the company. The leadership style and approach depends on multiple factors, namely the characteristics of the leaders, followers and the environment (Al-Ababneh, 2013). According to Boyne (2010), the two central leadership styles in the hospitality context is Transformational leadership and Leader-Member Exchange. To begin, the hospitality sector is very dynamic due to changes in economic conditions, customer expectations, and social norms. Therefore, leaders must act accordingly

and motivate their subordinates to achieve excellent performance. To reach the goal, leaders must transform the skills and values of the followers into an advantage and clearly communicate the tasks and responsibilities to assure effectiveness and goal achievement Nothouse (2016), defined transformational leadership as an interactive process between leader and followers, where leader communicates with the followers, engages, motivates and influence the members of the organization to achieve a goal.

This PAPER is focusing on leadership in the hospitality industry, and therefore the interviews contained some questions related to the uniqueness of leadership styles in this sector and the vision of the future change in leadership for this industry.

Leadership is one of the most discussed topics today, but also one of the most difficult to understand. The literature shows different definitions and views, albeit with elements in common. Transformational leadership is one style that the academy has given greater importance to recently. A good transformational leader is innovative, open to change, explores new approaches, motivates people to learn and to have a strategic and clear thinking, which would lead to good performance of teams and, consequently, to the desired business profit. In this study, it was found that there is a strong relationship between innovation and performance, in line with what is described in the literature. The results also indicate that the improvement of innovation has positive consequences on performance. However, the generalized linear model showed that leadership is not a moderating variable in the relationship between innovation and performance, in the hotel sector

XI. CONCLUSION:

In this research, a review of the of the existing literature on leadership has been conducted to identify the type of leadership styles that have an impact on Employee Job Performance. This research posits that transactional, transformational and thought leadership would pose a positive impact on employees' job performances. Three research propositions have been developed to examine the causal relationship proposed in this research. More importantly, this paper provides an insight for scholarly research in the field of leadership, especially Thought Leadership, which is deficient in theoretical and empirical research, and offers

XII. FUTURE OF HOSPITALITY INDUSTRY;

This section of the finding is focusing on the future of the hospitality industry from the perspective of managers in this sector. The dynamic character of the hospitality industry is continuously bringing new challenges for the leaders in this industry. Including changes in customer demand, employee expectations, innovation, and technology. When the respondents were asked how do they see the future of the hospitality industry, they specified three main elements. Firstly, the change in providing the service will change based on the type of the hotel. Business hotels will be focusing on the technology implementation and speed up the processed when in contrast the luxury hotels will be aiming to provide personalized and unique services to their clients. Technology improvements will be of incorporated in all types of hotels however the managers from business hotels represented a more significant interest

and focused in this direction. The technology improvements should include automated check-in, automated cleaning services, and software facilitating the process and allowing customers to personalize their stay through an app and provide virtual tours before arriving at the destination. Secondly, the luxury hotels have to distinguish themselves from other hotels not only by price but they need to create customer loyalty via offering unique and personalized experience.

Acknowledgment

XIII. REFERENCES

[1]. Agarwal, P. (2021). Shattered but smiling: Human resources management and the wellbeing of hotel employees during COVID-19. International Journal of Hospitality Management, 93. [Google Scholar]

[2.] Bradberry, T., Greaves, J. (2006). The emotional intelligence Quick Book, Fireside. New York.

[3.]Carnevale J.B., Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: implications for human resources management. J. Bus. Res., 116, 183-187.

[4.] Cohen, L., Manion, L., & Morrison, L. (2008). Educational research methodology. Routledge. London.

[5.] Creswell, J.W. (2011). Research in Education: Design, conduct and evaluate quantitative and qualitative research. Pearson Education Inc. New Jersey. Available at: [Link]

[6.]Gui, C., Luo, A., Zhang, P., and Deng, A. (2020). A meta-analysis of transformational leadership in hospitality research. International Journal of Contemporary Hospitality Management, 32(6), 2137-2154.

[7] . Hashim, J., Ismail, Y., Hassan, A. (2016). Formality of HRM practices matters to employee's satisfaction and Commitment. Journal of Human Resources, 4(1), 47-64.

[8.] Hu, X., Yan, H., Casey, T., Wu, C.H. (2020). Creating a safe haven during the crisis: how organizations can achieve deep compliance with COVID-19 safety measures in the hospitality industry. International Journal of Hospitality Management, 92.

[9] . INSETE (2020). South Aegean District: Annual report on competitiveness and structural arrangement in the tourism sector for the year 2019.

[10]. Kara, D., Uysal, M., Sirgy, M.J., Lee, G. (2013). The effects of leadership style on employee well-being in hospitality. International Journal of Hospitality Management, 34, 9-18.

[11.] Karatepe, O.M., Rezapouraghdam, H., Hassannia, R. (2020). Job insecurity, work engagement and their effects on hotel employees' non-green and nonattendance behaviors. International Journal of Hospitality Management, 87, 102472.

[12.] Kehoe, R.R., Wright, P.M. (2013). The impact of high-performance human resource practices on employees' attitudes and behaviors. Journal of Management, 39(2), 366-391

[13].Kim S.S., Im, J., Hwang, J. (2015). The effects of mentoring on role stress, job attitude, and turnover intention in the hotel industry. International Journal of Hospitality Management, 48, 68-82.

[14]. Laskarin, M. (2017). The impact of hotel employee satisfaction on hospitability performance. Tourism and hospitality management, 23(1), 105-117

[15]. Liu-Lastres, B., Schroeder, A., and Pennington-Gray, L. (2019). Cruise line customers' responses to risk and crisis communication messages: an application of the risk perception attitude framework. Journal of Travel Research, 58(5), 849-865. [Google Scholar] [CrossRef]

[16]. Najam, U., Ishaque, S., Irshad, S., Salik, Q., Khakwani, M., Liaquat, M. (2020). A Link Between Human Resource Management Practices and Customer Satisfaction: A Moderated Mediation Model. Sage open, 10(4).

[17]. Nichols, C., Chatterjee, H., Trendler, C. (2020). Four behaviors that help leaders, in Coronavirus: Leadership and Recovery: The Insights You Need from Harvard Business Review, Harvard Business Press.

[18.] Qureshi, K., Gershon, R., Sherman, M., Straub, T., Gebbie, E., McCollum, M., Erwin, M., Morse, S. (2005). Healthcare worker's ability and willingness to report to duty during catastrophic disasters. Journal of Urban Health, 82(3), 378-388.

[19]. Salas-Vallina, A., Alegre, J., Lopez- Cabrales, A. (2020). The Challenge of Increasing Employees' Well being and Performance: How Human resources Management Practices and Engaging Leadership Work Together Toward Reaching This Goal. Human Resource Management, 60(3), 333-347.

[20].Stephan, U. (2018). Entrepreneurs' mental health and well-being: A review and research agenda. Academy of Management Perspectives, 32(3), 290-322. [Google Scholar]

[21] .Stergiou, P.D., Farmaki, A. (2020). Ability and willingness to work during COVID-19 pandemic: Perspectives of front-line hotel employees. International Journal of Hospitality Management, 93, 102770.

[22].Susser, P., Tyson, T. (2020). What are company's legal obligation, in Coronavirus: Leadership and Recovery: The Insights You Need from Harvard Business Review. Harvard Business Press.

[23]. UNWTO (2020). Worst year in tourism history with 1 billion fewer international arrivals.

[24.] Verikios, G., Sullivan, M., Stojanovski, P., Giesecke, J., Woo, G. (2016). Assessing regional risks from pandemic influenza. World Economy, 39(8), 1225-1255. [Google Scholar]

[25]. Wong, K.F.A., Seongseop, K., Jungkeun, K., Heesup H. (2021). How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences. International Journal of Hospitality Management, 93, 102798.

[26] .Xue, Y., Fan, Y., and Xie, X. (2020). Relation between senior managers' safety leadership and safety behavior in the Chinese petrochemical industry. Journal of Loss Prevention in the Process Industries, 65, 104142.

[27].Yacoub, L., El Hajjar, S. (2021). How do hotels in developing countries manage the impact of COVID-19? The case of Lebanese hotels. International Journal of Contemporary Hospitality Management, 33(3), 929-948.

[28].Yang, F.X., Lau, V.M.C. (2019). Evil customers, an angel boss and coopetitive coworkers: burnout of frontline employees. International Journal Hospitality Management, 83, 1-10.

[29] .Zhang, J., Xie, C., Wang, J., Morrison, A.M., and Coca-Stefaniak, J.A. (2020). Responding to a major global crisis: the effects of hotel safety leadership on employee safety behavior during COVID-19.