LEADERSHIP APPROACHES IN THE HOTEL INDUSTRY AND EXPECTATIONS OF PERSONNEL FROM THE LEADER[*]

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ABSTRACT: Wherever people live together, there is naturally a management phenomenon. Where there is management, there is leadership. The issue of leadership in the hotel industry is handled within the "directing function" in management. This function plays a very important role in directing personnel to work. Recognition of staff and collaboration with them is necessary for leadership to be effective. In addition, some contemporary methods should be applied for effective leadership in the hotel industry. Because traditional methods are not always valid in a constantly changing environment. Leadership also needs to be reconsidered according to changing environmental conditions. When the literature on leadership in the hotel industry is examined, there are many studies on both classical leadership approaches and modern leadership approaches. In these studies, modern leadership approaches are explained with different aspects. The general aim of this study is to investigate leadership approaches in the hotel industry and to reveal the expectations of the staff from the leader. However, in this study, we tried to explain leadership and modern leadership approaches in the hotel industry. Moreover, we explained the effective leadership characteristics and expectations from the modern leader.

Keywords: The Hotel Industry, Leadership, Modern Leader.

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INTRODUCTION

The leadership approach in the hotel industry is one of the basic subjects of management science. Wherever there is a human community, there is management and leadership talk on it. Leadership behavior in the hotel industry starts with the leader directing his followers to a specific goal. Motivation and communication techniques also play an important role in guiding the leader's followers. In other words, the two most important issues that support leadership are motivation and communication.

The main purpose of this study is to investigate leadership approaches in the hotel industry. Moreover, to examine the expectations that staff has from his leader in the hotel industry. And effective leadership characteristics in the hotel industry are explained and shown in a model.

Document analysis, an important research tool was used for this study. It is one of the social research methods, that refers to the several techniques involved in scrutinizing and interpreting data created from the examination of documents and records relevant to a particular study. In other words, document review or analysis can be a research method on its own (Yıldırım and Şimşek; 2006:187).

Since this research focuses on leadership approaches in the hotel industry; it examines the subject more specifically. There are many publications in the literature related to leadership in the hotel industry. However, we hope that this study will contribute to the literature as it is mainly focused on the hotel industry.

First of all, the leadership traits approach, behavioral approach and contingency approach are explained. Then, contemporary leadership approaches are discussed, which include transactional leadership, transformational leadership, charismatic leadership, strategic leadership and servant leadership. This article explains the employee's expectations from the modern leader in the hotel industry. The behavioral traits were mostly expected from the modern leader by the staff; which includes the leader's being fair, being truthful, building trust in the staff, training the staff, motivating the staff and empowering the staff.

1. LEADERSHIP IN THE HOTEL INDUSTRY AND THE MAIN CHARACTERISTICS OF A LEADER

Generally, a manager and a leader are referred to as the same, but there are some differences between their roles. "The focus of the manager lies in controlling, emphasizing rules and regulations, and creating stability. On the other hand, leaders look at creating their vision and guiding their employees towards them. A leader encourages and motivates staff members by helping them to align their individual needs with the overall goals of the department and organization" (Spitzbart, 2013:69).

Researchers tried to explain leadership in the hotel industry from many different aspects such as characteristics, process, interaction, power, relationship, aspects of the separation from the manager, and effectiveness. However, the most researched aspect of leadership has been the subject of "leadership

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Volume/Cilt: 6, Issue/Sayı: 1, ss/pp. 64-82
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effectiveness" (Saylı and Baytok, 2014:7). In previous research, researchers are trying to determine to what extent the leader can reach the goals that his followers set. In other words, if the degree of achieving the goals is high, the leader is successful, otherwise, the leader is unsuccessful. Moreover, which behavior of the leader is more effective is a matter of constant debate.

When generally evaluated which characteristics a leader should have? Are the relations between the leader and his followers permanent? How does the communication between the leader and his followers work? Numerous experimental studies have been carried out on this subject and a theory called the "properties approach" has been put forward. Considering the characteristics approach, the personal characteristics of the leader make him effective. The characteristics generally include conceptual ability, intelligence, credibility, reliability, accuracy, empathy, and listening skills (Saylı and Baytok, 2014:19):

- Conceptual Ability: This ability is one of the most important characteristics of a leader. Conceptual talent is vital to producing a management strategy. Therefore, the leader must have conceptual ability.

- Intelligence: Intelligence is also defined as intellectual ability. Intelligence is the most impressive and defining feature that distinguishes a person from others. This feature provides the leader with advantages such as getting to know other people, understanding them, problem-solving capacity, creating new ideas, and learning skills.

- Credibility: Credibility is one of the most important reasons for the followers to accept the leader.

- Trust: Trust is a leader's most important source of reputation. When a leader loses the trust of his followers, he loses his leadership power. Therefore, to build trust, the leader must use both material and socio-psychological factors effectively. In a business where trust is established, both the staff and the leader can achieve common goals.

-Truthfulness: Truthfulness is one of the most important social capitals of the leader. With this social capital, the leader gains the trust of his followers and successfully carries out the directing activity. Therefore, what the leader says and does should be in harmony with each other.

- Empathy: Empathy is the leader's understanding of followers by putting himself in their shoes. By acting empathetically, the leader understands the feelings and thoughts of the followers more easily.

- Good Listener: The classical management approach is based on "the leader speaks, the subordinates listen". However, it cannot be said that this idea works properly today. Therefore, the leader must be a good listener. The leader listens to his subordinates and learns their needs and expectations.

Individuals with different personal characteristics exhibit different behaviors in different situations. This shows that the "traits approach" is insufficient for leadership. From the 1940s to the late

1960s, research was conducted on the behavior of the leader. Leadership theories that stand out as behavioral leadership theories are Ohio State University leadership study, Michigan University leadership study, Blake and Mouton's managerial grid, and Mc Gregor's X and Y Theory (Koçel, 2015:667). Generally, two issues come to the fore in behavioral leadership theories. The first one is that the leader puts the person in the foreground and the other is that the business is in the foreground. In other words, as in the study of Blake and Mouton; is that the leader is productive or oriented towards interpersonal relations. When behavioral leadership approaches are examined, it is necessary to establish a balance between being oriented towards work and being oriented towards interpersonal relations. Because both elements constitute the basis for efficiency and effectiveness in the enterprise.

After behavioral leadership process approaches, "contingency leadership" was emphasized (Özyılmaz and Ölçer, 2008:128). Scientific studies on contingency leadership were carried out especially between 1960s and 1980s. In this period, "contingency" was added to the trait approach and behavioral approach of the effective leader. Thus, research has been conducted on the need for different leadership styles in different conditions. Along with these studies, the existence of many contingency factors in leadership has drawn attention (Çetin, 2008:77). As a result of these researches, the theory of "contingency leadership" emerged. The theory called contingency theory covers the following: Fiedler's contingency approach, Path Goal Theory, and Reddin's Three-Dimensional Leadership Model (Koçel, 2015:667).

Fiedler's "contingency leadership" theory can be summarized as follows (Çetin, 2008:78):

- The effectiveness of the leader depends on involving his followers in decisions and good communication with them.

- A leader who clearly defines his mission is more successful.

- The effectiveness of the leader whose task is not clear cannot use his power.

- No universal and best form of leadership works in all environments.

However, Hersey and Blanchard's "contingency leadership model" is based on two basic assumptions. These are as follows:

- There is no single leadership model that achieves all goals.

- Which leadership model is appropriate depends on the followers and the task.

Wroom and Yetton's "Contingency Model" has been associated with the logic of probability theory. This theory encompasses three key elements. These are mentioned below:

- There is no single style of leadership that works in all situations,

- Leadership behavior changes depending on the situation and

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- The leader decides which form of leadership is appropriate in which situation.

There is no single correct behavior determined in contingency leadership approaches. Every event experienced requires a different approach with its characteristics. Therefore, contingency theories take into account other leadership theories and complete their deficiencies. In this respect, the "contingency leadership approach" also includes the previous leadership theories (Çetin, 2008:79).

2. MODERN LEADERSHIP APPROACHES IN THE HOTEL INDUSTRY

The approaches known as modern leadership approaches have been developed since 1978 by J.M. Burns. It has gained new dimensions with the work of Bass. These studies have brought new approaches to leadership. These are; "transactional leadership, transformational leadership, charismatic leadership, strategic leadership, and servant leadership". These five leadership approaches are explained below (Bektaş, 2016:45).

2.1. Transactional Leadership

Transactional leadership expresses an exchange (shopping) relationship between the leader and the followers to achieve a goal (McCleskey, 2014:122). In this relationship, there is no effort for followers to reach common decisions, but bargaining. The subject of this exchange can be economic, political, or psychological. In transactional leadership, leaders and followers are dependent on each other (Özyılmaz and Ölçer, 2008:130). The relationship between the leader and the followers is based on the influence of both parties on each other.

"Transactional leadership encourages employees principally through active management and provisional reward exchanges. It happens when the leader put standards, expectations, or goals for the employees to be rewarded" (Badr and Hussein; 2021:74).

The leader builds his system on rewarding his followers to achieve the goal and enabling them to show higher performance. However, staff may face penalties when they do not show the expected success. There are three basic dimensions of transactional leadership. These dimensions are; contingent reward, management by exception, and disinterested leadership approach. These are described as follows:

- **Contingent Reward**: The leader sets common goals and decides what kind of reward the personnel will receive, who achieve that goal. The leader provides the personnel with material and moral rewards in return for achieving the previously determined goals. Employees spend more effort when rewarding occurs. In this regard, the contingent reward is considered a positive transaction. With the contingent reward, the employees are constantly observed and feedback is provided to the employees about the mistakes they made during the work (Bakan et al., 2015: 204).

- **Management by Exceptions:** Management by exception has two dimensions. These are called active and passive dimensions. In management by exception, the leader does not deal directly with all

processes and problems. Instead, it intervenes when faced with a negative situation. This management style is a method used especially when personnel performance is very low.

In the passive dimensions, the leader waits for the problems to arise and does not take any measures to prevent the problems from occurring. The transactional leader who adopts the behavior of management by passive exceptions does not usually make an effort to find solutions to the problems encountered. Instead, expect solutions from its followers to problems related to organizational activities (Yavuz and Tokmak, 2009:18). Accepts the solution suggestions offered by the followers and puts them into practice.

In management, by active dimensions the leader monitors the fulfillment of tasks. However, it focuses on the problems that may arise. The leader observes the deviations from the current process and intervenes to prevent any irregularity (Okçu, 2011: 4469). In active exceptions the leader plays a "proactive role" in management while the leader plays a "reactive role" in management by passive exceptions.

- Disinterested Leadership Approach: In this leadership style the leader leaves the followers alone. This is often seen in appointed managers who lack leadership qualities. These leaders deny their responsibilities and avoid taking decisions. In the disinterested leadership approach, the leader does not sign agreements with his subordinates. Such leaders especially avoid taking important decisions. In this case, leadership behaviors are ignored and relations cannot be sustained (Okçu, 2011:447). Disinterested leadership behavior is not proactive in the face of events. Instead, it acts reactively by solving the current problem.

2.2 Transformational Leadership

Bernard M. Bass has demonstrated through scientific studies that "transformational leadership" includes universal values (Bass, 1985: 1997). Transformational leadership creates influence, trust, and admiration on followers (Singh, 2015:753). This style of leadership sets lofty goals in the hotel industry and develops followers' interests and talents. In addition, it meets the need for self-expression of the staff. Moreover, a transformative leader is a person who creates awareness of the group's interests than their interests (Özyılmaz and Ölçer, 2008:132). In this context, a transformative leader is a person who encourages personnel and encourages innovation (Yılmaz, 2011:79).

Transformational leadership style motivates employees to perform beyond expectations, chiefly by transforming employee norms and values (Rabiul, 2021:4). "Hence, transformational leadership refers to a leader, who influences a follower to go beyond their self-interest and considers the organizational interests with the ideal impact of the leader's behavior, motivation, rational stimulation, or individualized consideration" (Badr and Hussein, 2021:75).

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Transformational leadership consists of four characteristics (McCleskey, 2014:120). These are 'idealized leadership', 'inspirational motivation', 'intellectual stimulation and individualized consideration' (Spitzbart, 2013:70). These dimensions are briefly explained below (Apfiasari et al., 2021:2).

- Idealized Leadership: There are two main aspects of idealized leadership. The first one is the behavior of the leader and the second one is the characteristics attributed to the leader. Highly idealized leaders take risks. These leaders reflect the feelings and thoughts of their followers. Transformational leaders are leaders with good morals who set an example for their followers with their own attitudes and behaviors.

- Inspirational Motivation: Transformational leaders can easily motivate their followers as they are representative of their thoughts and feelings. Followers are easily guided to the goals set by their leader. The leader also reveals the creative feelings of his followers (Jamesa and Ogbunya, 2013:356). The leader's rhetoric and problem-solving skills also inspire and motivate his followers.

- Intellectual Stimulation: Transformational leaders expect followers to come up with new ideas and offer new approaches in the process of problem-solving (Bowman, 2021:11). The transformational leader values the ideas of the team he works with. Thus, the team he works with is willing to realize innovations.

- Individualized Consideration: Transformational leaders follow their followers closely and try to meet their expectations. Thus, he is referred to as "one of us" in the eyes of his followers. This type of leader ensures that their followers exert a high level of effort (Singh, 2015:753). Bass et al., in line with the information they obtained from leadership research, observed that transformative leadership also includes traditional leadership characteristics. In addition to the above-mentioned dimensions of transformational leadership, its general characteristics are expressed as follows (Yılmaz, 2011:81):

- Developing a clear vision,

- Creating new strategies to realize the vision,

- Explaining and disseminating the new vision created,

- Demonstrating confidence and optimism about the realization of the vision,

- Explaining the confidence to the followers in the realization of the vision,

- Using small successes to reinforce confidence,

- Celebrating the achievements,

- Being a role model for followers and

- Using ceremonies to facilitate change.

Bass compares the characteristics of the transactional and the transformational leader. This comparison is summarized in Table 1 (Okçu, 2011:449):

Table 1. Transactional and Transformational Leadership Characteristics

Transactional Leadership	Transformational Leadership
Reward: He rewards success. Increases people's efforts by rewarding. He promises to reward good performance. **Manages using gaps (active):** Investigates deviations from rules and standards, monitors them and takes corrective action. **Manages using gaps (passive):** Intervenes when standards do not match with existing requirements. **Liberal:** Distributes responsibilities and avoids making decisions.	**Being an example to those around him:** He acts by the vision, he provides with exemplary actions, gives the spirit of mission, instills dignity, gains love and trust. **Creates inspirational motivation:** Discusses high expectations, uses symbols to focus effort and explains important goals in simple language. **Encouraging intellectual enthusiasm:** GAndorifies intelligence, rationality and carefully solves problems. **Special attention to everyone:** Pay attention to people, welcomes each employee individually and give ideas.

Source: Veysel OKÇU; Dönüşümcü liderlik ve İşlemci Liderlik, Yönetimde Çağdaş ve Güncel Konular (Ed: İsmail BAKAN), Gazi Kitabevi, Ankara, 2008, 449.

Although the concepts of transactional and transformational leadership are different when compared to each other, they are not very different approaches from each other. However, it is seen that successful leaders apply both approaches. In other words, a leader can incorporate and apply both transactional and transformational leadership characteristics.

2.3. Charismatic Leadership

The concept of charisma was used by Max Weber explaining "the ability to perform miracles" or "predict future events" (Saylı and Baytok, 2014:117). Weber explained the concept of charisma as the leader's extraordinary abilities, not traditional and legal authority. In this context, charismatic leadership has high personal power. Followers integrate with the personality of the charismatic leader and have a high level of trust in him. The charismatic leader represents the ideas of the followers and inspires them (Okçu, 2011: 440). In this context, it is seen that Weber's concept of Charismatic Leadership consists of five basic components. These are (Saylı and Baytok, 2014:117):

- A personality with extraordinary abilities (leader),

- Social crisis resolution success,

- Ability to produce radical solutions in crisis,

- To gain followers' appreciation and

- To have extraordinary abilities.

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Charismatic leaders think they see themselves as supernatural people as well as being safe people. Followers not only respect the leader but also see him as a hero. Charismatic leaders want followers to worship them (Özyılmaz and Ölçer, 2008:160). However, the power of the charismatic leader appears to increase dependency on followers and followers cannot adequately evaluate the good and bad aspects of the leader. It is accepted that the charismatic leader often emerges in extraordinary situations. In other words, extraordinary conditions have a great impact on the emergence of charismatic leaders. Because in extraordinary situations, followers need a leader who will save them from the crisis. For this reason, the most distinctive features of a charismatic leader are as follows: He has a personality with high self-confidence, the power to influence people, does not avoid taking risks, gives importance to the wishes and expectations of his subordinates, and sees himself as the representative of his followers.

The charismatic leadership of the leader is directly proportional to the perception of the followers. If the charismatic behavior and practices of the leader are not subject to any control, problems may arise that both the leader and the followers did not foresee after a while. It is seen that the charismatic leader has problems especially in using power, creating a vision, communicating with subordinates, and complying with current norms.

If the power of the charismatic leader cannot be controlled after the crisis is over, charismatic leadership tends to be destructive. In this regard, a type of leadership that is examined under the name of "destructive leadership" is also seen. In this type of leadership, which is sometimes referred to as "toxic leadership", the leader's relations with his followers are at a destructive level. In a sense, a destructive leader refers to the type of leader who does not listen to the others, belittles others, humiliates his followers in front of others, and does not respect them (Koçel, 2015:686).

Another syndrome that charismatic leaders can experience is the syndrome known as "Hubris Syndrome". This syndrome is an inconvenience caused by the fact that a powerful leader uses his power for a long time, performs successful works during this period, and does not have an obstacle to limit him (Koçel, 2015: 699). The concept of hubris means "arrogance" in ancient Greek. Hubris syndrome is based on a 2009 article by David Owen and Jonathan Davidson on American and British presidents. Owen (2008:428) describes hubris as "exaggerated pride, overwhelming self-confidence and a sense of contempt for others". Those with signs of arrogance often experience a disconnect from reality. Hubris syndrome is based on cause and effect that expresses deviant behaviors that include the feeling of holding power, the success brought by power, and mental instability (Russell, 2011:141).

According to Owen and Davidson, if 3 or more of the 14 findings are present in a leader, that person is considered "hubris syndrome" (Jakovljević, 2011:137). These findings are listed as follows (Owen and Davidson, 2009:3):

"1. A narcissistic propensity to see their world primarily as an arena in which to exercise power and seek glory.

2. A predisposition to take actions that seem likely to cast the individual in a good light i.e. to enhance the image.

3. A disproportionate concern with image and presentation.

4. A messianic manner of talking about current activities and a tendency to exaltation.

5. An identification with the nation or organization to the extent that the individual regards his/her outlook and interests as identical.

6. A tendency to speak in the third person or use the royal 'we'; (unique).

7. Excessive confidence in the individual's judgment and contempt for the advice or criticism of others.

8. Exaggerated self-belief and bordering on a sense of omnipotence in what they can achieve.

9. A belief that rather than being accountable to the mundane court of colleagues or public opinion, the court to which they answer is: History of God.

10. An unshakable belief that in that court they will be vindicated; (unique).

11. Loss of contact with reality; often associated with progressive isolation.

12. Restlessness, recklessness, and impulsiveness, (unique).

13. A tendency to allow their 'broad vision', about the moral rectitude of a proposed course, to obviate the need to consider practicality and cost or outcomes (unique).

14. Hubristic incompetence, where things go wrong because too much self-confidence has led the leader not to worry about the nuts and bolts of policy."

When some personality traits of the leader and the "hubris syndrome" are combined, leadership practices can turn into poisonous and destructive leadership (Bektaş, 2016:49). Hubris syndrome can transform the leader into a dictator. This neurotic style and personality traits include suspicious personality, apathetic personality, depressive personality and compulsive personality traits. In organizations, where the power is concentrated on the top manager, the powerful leader and the organization become so identical that any problem or destructive practice in the leader spreads to all organizational levels. The research, which was mostly conducted by country managers were also conducted based on businesses, especially in the USA. It is stated that some important and successful businesses have changed hands or gone bankrupt due to their destructive and toxic leadership styles (Koçel, 2015: 699). For charismatic leaders not to fall into hubris syndrome, they need to continue their previous lives, consult others in the decision process and adjust their checks and balances well. In

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addition, they need to be self-critical and modest (Owen, 2008:431). For charismatic leadership not to turn into poisonous and destructive leadership, it is very important to establish and implement ethical codes in the hotel industry.

2.4. Strategic Leadership

Strategic leadership has also become important with the increasing importance of strategic management in the hotel industry. This concept was first used by Hambrick and Mason in 1980 in a study on the top management of organizations (Yılmaz, 2011: 96).

"Strategic leadership is also the ability to forecast the future, define a vision and flexibility to change environmental circumstances to start the strategic change as every firm adopts different strategies" (Badr and Hussein, 2021:73).

Strategic leadership differs from other leadership models in two ways. The first one strategic leadership is only about top managers. Second one managers focus on strategic activities, not just only routine tasks (Saylı and Baytok, 2014:132). Since strategic leadership requires conceptual skills, hotel senior managers must have this characteristic. However, as it is known, the strategy will remain as a strategy as long as it remains secret. In other words, when the strategy is announced, it will lose its feature of being a strategy. Therefore, strategic leadership plays a key role in the hotel business. Therefore, strategic leaders should have the following features: Strategic decision making, effective communication, directing their subordinates, taking risks, knowing the people well they work with, analyzing the internal advantages of the business well, reading the opportunities and threats in the external environment well. In this context, the characteristics that a strategic leader should have are expressed as follows (Ülgen and Mirze, 2007:375):

-To see the future,

- To create a vision,

- Being flexible,

- Ability to deal with uncertainty,

- Empowering employees,

- To be able to affect the feelings, thoughts, and behaviors of others in a meaningful and positive way,

- To manage personnel effectively,

- Establishing good relations with stakeholders,

- Constantly questioning and developing one's own set of values and abilities and

- To be able to take bold decisions under environmental conditions.

Strategic leadership provides a competitive advantage in the hotel industry. It also plays an important role in the effective and efficient execution of activities. At the same time, the strategic leader carries out his activities by taking into account the changing technology and environmental conditions.

2.5. Servant Leadership

Servant leadership was first introduced to the literature by Robert Greenleaf in the early 1970s. The first and only priority of this type of leadership is that the leader "serves" his followers (Koçel, 2015:685). "Servant leadership is characterized by an emphasis on leaders serving their followers and can establish a combination of motivation to be a leader and a need to serve others" (Daswati et al., 2021:507). In this context, the servant leader acts by considering the wishes and needs of his followers than his wishes and needs. With this thought, he is not after fame, power, or any personal purpose. The servant-leader considers how his decisions will affect his followers and acts sensitively.

"Servant leadership is an an-other-oriented approach to leadership that is manifested through one-on-one prioritizing of follower individual needs and interests and the outward reorienting of [the leader's] concern for self towards concern for others within the organization and the larger community" (Bowman, 2021:11). Servant leadership primarily relates to followers' growth and development, moral character, and well-being; rather than relying on charisma or emotions, it offers empowerment and autonomy through participatory thinking and shared decision-making (Rabiul, 2021:2).

This type of leadership is not a force taught from the outside, but the result of an inner feeling of the leader. The origin of Greenleaf's idea of servant leadership is expressed as the teachings of Jesus in the Bible. There are ten essential features in the development of the idea of servant leadership. These are (Saylı and Baytok, 2014:136): Listening to the followers, empathizing, improving the process, being aware of the environment, persuading, being prudent, conceptualizing, being responsible, and focusing on the society.
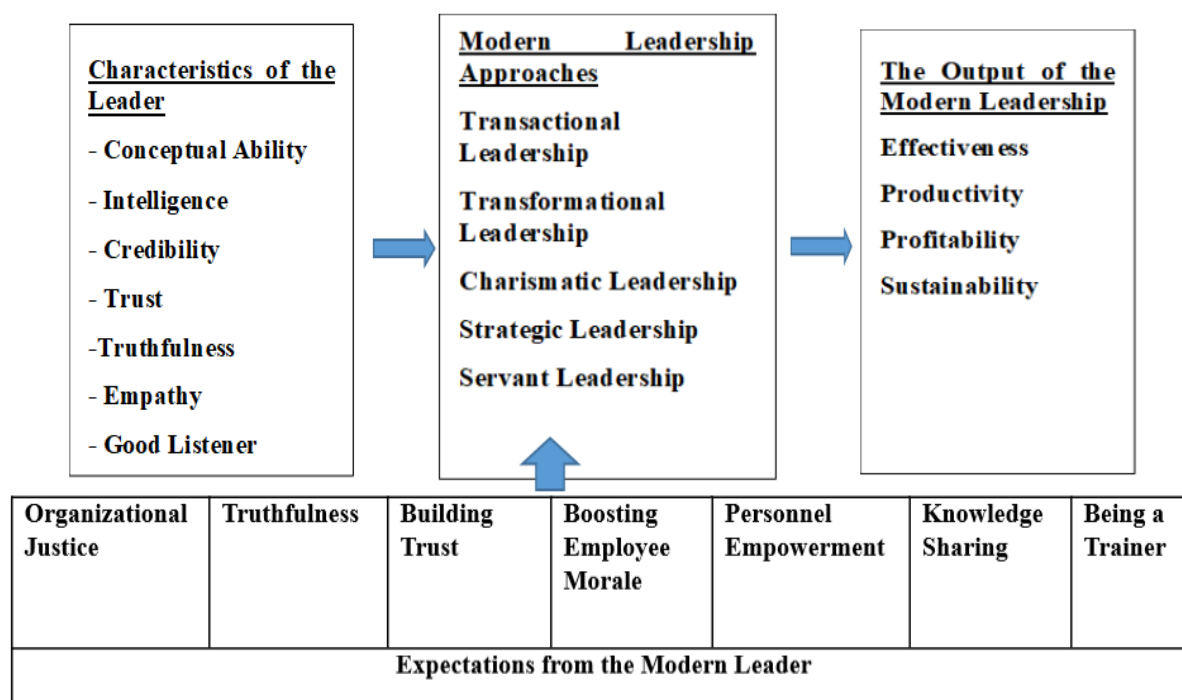
In addition to the servant leadership model presented by Greenleaf, there are also the servant leadership models presented by Patterson (2003) and Waddell (2006). Both models describe the process and key elements of the process that result in serving followers. When the servant leadership models are evaluated in general, it is seen that the leader prioritizes the happiness and welfare of his followers. This behavior also includes transformational leadership and charismatic leadership characteristics. Servant leaders prioritize the achievements of their followers. At the same time, they work for the happiness of society and humanity.

3. EXPECTATIONS FROM THE MODERN LEADER IN THE HOTEL INDUSTRY

In the post-modern management period, the expectations of the personnel from the leader have also changed. The leader is the person who harmonizes the differences in the organization. Ensuring this

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harmony, the leader should become a role model for the followers. The attitudes and behaviors of the leader play a very important role in the integration of the followers with the organization. Therefore, the leader's discourse and actions must be compatible with each other. In a previous study, it was stated that the personnel had problems with their managers in communication, rewarding and teamwork (Arabacı, 2010:4449). The positive perception of the leader by his followers and the leadership behavior are important in terms of organizational commitment and productivity. For this reason, the leader should integrate personal and organizational goals while using his power resources. The power sources used by the leader are generally as follows: legitimate power, reward power, coercive power, expert power, and charismatic power (Meydan and Polat, 2010: 130). By using the power sources listed above, the leader increases the emotional commitment of his followers to the organization. "Organizational culture also has a positive effect on organizational commitment is supported. The stronger the organizational culture, the stronger the commitment of the personnel to the organization" (Apfiasari et. all., 2021:8).

Personnel with increased emotional commitment feel positive feelings towards the organization and are pleased to be a member of the organization. When the staff develops a strong emotional commitment to the organization, they are willing to work in the organization (Meyer, Allen, 1991: 67). Strengthening the personnel in the organization also plays an important role in increasing efficiency and productivity. Since empowerment has psychological and personal dimensions, empowerment can be perceived at different levels among personnel (Çöl, 2008: 38). Expectations from the modern leader in the hotel industry are shown below in Figure 1. This figure illustrates that the characteristics of the leader can lead to modern leadership approaches, these approaches are in turn affected by the factors related to the expectations from the modern leader i.e; (Organizational justice, Truthfulness, Building Trust, Boosting Employee Morale, Personnel Empowerment, Knowledge Sharing and Being a Trainer), which in turn leads to the output of the modern leadership.

Figure 1: Expectations of Personnel from the Leader and Its Outputs

Characteristics of the Leader	Modern Leadership Approaches	The Output of the Modern Leadership
- Conceptual Ability - Intelligence - Credibility - Trust -Truthfulness - Empathy - Good Listener	Transactional Leadership Transformational Leadership Charismatic Leadership Strategic Leadership Servant Leadership	Effectiveness Productivity Profitability Sustainability

Organizational Justice	Truthfulness	Building Trust	Boosting Employee Morale	Personnel Empowerment	Knowledge Sharing	Being a Trainer
Expectations from the Modern Leader						

Source: This figure is created by the author (Çetin Bektaş)

3.1. Organizational Justice

One of the prominent issues in the perception of the ideal manager of the personnel is organizational justice. While the staff describes the ideal manager, staff should express that the manager should be fair. Organizational justice refers to the justice that individuals perceive in the organization. Issues such as organizational policies, organizational payment systems, and other reward systems are related to organizational justice (Cropanzano and Greenberg, 1997: 3). "Organizational justice reflects employees' perceptions of organizational fairness and is a major predictor of positive employee attitude and behavioral responses such as commitment, trust, and organizational citizenship behavior (OCB)" (Nazarian et al., 2021:4421).

In another study, organizational justice expresses that the perceptions of the employees related to organizational justice (Şahin and Taşkaya, 2010: 87). Organizational justice encompasses three different types of justice. These are as follows:

Distributive Justice: It is the perception of justice regarding the achievements of the individual. Distributive justice determines employees' perceptions of outcomes such as payment and promotion. In other words, it is one of the fairness of the methods, mechanisms, and processes used in decisions about achievements.

Procedural Justice: It is the justice assessment made by the manager depending on the quality of interpersonal relations (Erenel, 2012: 16). Procedural justice ensures that the employees participate

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in the creation of the processes used to determine the rewards or the determination of the rewarding process (İçerli, 2010:83).

Interactional Justice: It is expressed as the respectful and honest disclosure of the processes by the managers to the employees regarding the distribution decisions (İçerli, 2010:86). The fact that managers treat employees with respect and be sensitive to them can positively increase interactional justice. In particular, it was determined that there is a strong positive relationship between interactional justice and the manager-employee relationship (Demirel, 2009: 152).

Providing organizational justice is an important tool that reduces the problems between leaders and employees and ensures the formation of healthy social relations (Konovsky, 2000:495). The concepts of organizational justice consist of employees' perceptions of how fairly they are being treated by the leader. As a result of these perceptions, results such as organizational citizenship behavior, job satisfaction, trust in management, and organizational commitment occur (Erenel, 2012:12). Personnel prioritizes organizational justice when describing the ideal manager. For this reason, the personnel prefer to work with the manager who provides organizational justice.

3.2. Truthfulness

Truthfulness is one of the basic characteristics that a leader should have. Because followers closely follow the leader's words and actions. It is also difficult for a truthful person to do wrong actions. False statement, which is expressed as the opposite of truthfulness, is the main source of evil. A person who lies will be able to easily exhibit behaviors that do not comply with morals and legal rules. Being truthful is humanistic and moral and lying is just as inhuman and immoral. Because lying not only destroys relations between people but also causes people's rights to disappear (Özavşar and Doğan, 2009:49).

3. 3. Building Trust

Building trust is one the most important capital for a leader. The leader achieves success; this is because of the trust of his followers. The leader who behaves by the work ethic gains the trust of the followers and gains self-respect. Thus, it makes itself valuable and effective. "Trust provides many benefits in organizational life. An atmosphere of trust has an important role in openness, effective communication, and organizational effectiveness" (Apfiasari et al., 2021:2).

To be successful in business life, trust should be established and behaviors and practices that will harm business life should be avoided (Kıngır and Okçu, 2011: 375). If there is no trust, the other elements become worthless. All of the important features such as a good academic education, problem-solving skills, entrepreneurship and, self-confidence are constructed on trust.

3. 4. Boosting Employee Morale

For the quality of working life in the organization, the leader needs to keep the morale and motivation of the employees high. By keeping the morale of the leading personnel high, their talents can be revealed. In a working environment where morale and motivation are low, the staff cannot reveal their true strength. When the leader gives morale to the employees, their organizational commitment to the business increases.

3. 5. Personnel Empowerment

The leader must first strengthen the staff. Empowered team members are also important to the leader. Because an empowered team takes initiative more easily. Thus, the leader needs less control. In this way, the leader saves time and allocates his time to more strategic decisions.

"The leader's willingness and ability to give followers responsibility, autonomy and decision-making authority demonstrate that leaders have the level of empowering behavior" (Bowen, 2021:13).

The basic elements in the personnel empowerment model can be listed as follows (Çavuş, 2008: 1290):

- First of all, an effective leadership system should be established.

- Two-way communication should be established and supported.

- Application groups should be created.

- An effective reward system should be established in the organization.

- It should be ensured that the person participates in the management.

All these personnel empowerment methods should be supported by the leader. Empowered personnel beneficial for both the leader and the hotel business.

CONCLUSION

Leadership in the hotel industry has become a part of social life. Because in every society there is someone who directs that society. In the beginning, the leaders who direct the society came to the fore with their characteristics, after that the behavior of the leader became more important. Then, contingency leadership gained importance by evaluating individual characteristics and behaviors together. Thus, the idea that the leader should act according to the situation has been reached. In the modern era, the characteristics of "transactional" and "transformational leadership" were emphasized. With this approach, it is accepted that the leader will be successful by enabling his followers and the organization to evolve in the direction he wants to transform. In the post-modern era, new leadership dimensions have been added to transactional and transformational leadership approaches. Moreover, charismatic leadership, strategic leadership and servant leadership have also emerged in this era. Whichever of this

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leadership type is adopted, the followers expect from leaders these type o behaviors: to be fair to his followers, to be truthful, to build trust in his followers, to motivate and strengthen his followers. However, they expect the leader to be inclusive, tolerant, humble, not arrogant, sharing and instructive. To provide these expectations, the leader is expected to do individual accounting, act inclusively and make decisions by constantly empathizing with his followers.

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