



# 14

## Transformational Leadership for the Hospitality and Tourism Industry

Kathleen Farrell



---

K. Farrell (✉)

School of Culinary Arts and Food Technology,  
Technological University of Dublin, Dublin, Ireland  
e-mail: [kathleen.farrell@tudublin.ie](mailto:kathleen.farrell@tudublin.ie)

© The Author(s), under exclusive license to Springer Nature  
Switzerland AG 2022

K. Ogunyemi et al. (eds.), *Humanistic Perspectives in Hospitality and Tourism*,  
Volume 1, Humanism in Business Series,  
[https://doi.org/10.1007/978-3-030-95671-4\\_14](https://doi.org/10.1007/978-3-030-95671-4_14)

**273**

# 1 Introduction

The tourism and hospitality industry is a significant employer worldwide and provides a valuable contribution to the economies of countries. In an era of increased automation, the tourism and hospitality industry provides a unique personal service to customers. The industry can in some cases suffer from a poor image with high turnover of staff. Consequently, it is important to have person-centred human resource policies and authentic leadership not merely motivated by profitability considerations. The value of human life, safeguarding human dignity and promoting well-being are central to humanistic management while at the same time seeking the prosperity of the economy and of society (Della Lucia & Giudici, 2021a). The notion of transformational leadership is very relevant to the tourism and hospitality workplace and in this chapter will be proposed as a preferred leadership style. Transformational leadership has been widely accepted as a leadership theory and citing Vargas et al. (2020) “transformational leaders motivate followers to achieve performance beyond expectations by transforming followers’ attitudes, beliefs and values” (Rafferty & Griffin, 2004, p. 330). This chapter proposes transformational leadership as the apt leadership style for the hospitality and tourism industry and also seeks to highlight some of the challenges facing a hospitality leader in the workplace.

For the last 80 years the belief in employee empowerment has prevailed. But in the recent past a trend to optimise labour has been gaining momentum. Labour can be treated as a commodity with lack of respect for the person. Citing Della Lucia and Giudici (2021b) a humanistic management approach also has the potential to also innovate business models and it fosters unconditional human dignity as a core organisational goal (Spitzeck, 2011) which in turn is a necessary condition for the well-being of society (Pirson et al., 2017) and thus sustainability (Dettori & Floris, 2019). This process required management to recognise people’s decision-making ability and involve them in the decision-making process so that they benefit from society’s resources, flourish and interconnect with other living beings and the environment (Melé, 2012).

## 2 The Tourism and Hospitality Industry

The hospitality industry is a key component of tourism which is a rapid growing economic sector in many countries (World Tourism Organization, 2016). Human talent is essential for its success. However, the hospitality and tourism industry suffers from high turnover rates and job retention is a continual challenge. There can be a negative perception of the industry due to poor pay and working conditions, a heavy workload, anti-social working hours, lack of job security and work/family conflict (Sakdiyakorn & Waltanacharvensil, 2018). It is incumbent on hospitality managers to address matters relating to the well-being of employees. Human capital is central to the success of the hospitality industry. High staff turnover in the hospitality industry has a very negative effect not only on the image of the industry but on employee morale and it results in increased investment of time for managers recruiting and retraining new people. The high turnover rates need not be solely due to the inability of the manager to take care of human capital. There are systems and processes which have to be reviewed. In fact, in the literature, an effective hospitality and tourism leader is someone who is open to change, open to communication and dialogue. There may be systems, processes and procedures in each company which can be improved by the staff.

Work in the hospitality and tourism industry is “fast-paced and high pressure” and can have an adverse effect on employees’ health leading to stress, fatigue, burnout and greater use of alcohol and drugs. Consequently, hospitality staff can become unhappy in their work thus resulting in deficiencies in customer service which in turn causes dissatisfied customers. Faced with these challenges, managers and supervisors need to cultivate an outstanding leadership capacity so as to motivate the employees to strive for organisational success and to ensure employees are happy in their work (Vargas-Savalle et al., 2020, p. 3).

In today’s society, it is quite common for people to flee situations of peril in their own countries such as war, famine or other forms of adversity and to go in search of work in other countries. These immigrants are prepared to work in hospitality in low-skilled jobs as very often individuals in the host country are not ready to engage in these tasks. About

15 million Americans work in hospitality and tourism and one in five are foreign born workers (Bureau of Labor Statistics, 2015). According to Ravichandran et al. (2017) there is a cross border movement of labour relating to hospitality employees particularly in the low-skilled or un-skilled areas.

### 3 Transformational Leadership

Leaders play a vital role by inspiring others to follow. Regarding the tourism and hospitality industry transformational leadership has been applied and found to be a leadership style to be recommended for this setting. According to Burns (1978), “the essence of the leaders’ power is [...] the extent to which they can satisfy—or appear to satisfy—specific needs of the followers” (p. 294). In addition, Burns depicted the transformational leader as “a person who seeks to satisfy higher needs and engages the full potential of the follower” (p. 4). A spirit of teamworking and inspiring employees to embrace the vision results in greater employee motivation. An effective manager praises and acknowledges good work and creates a collaborative environment where everyone is listened to (Vargas-Savalle et al., 2020). Citing Gui et al. (2020, p. 2139) there have been various studies of hospitality businesses which have highlighted positive effects of transformational leadership on subordinates (Mohamed, 2016), such as organisational commitment (Dai et al., 2013), psychological empowerment (Gill, 2010), job performance (Lee et al., 2011), service innovation behaviour (Schuckert et al., 2018) and life satisfaction (Kara et al., 2013). Gui et al. (2020) in their study conducted a quantitative meta-analysis based on 62 primary studies, including 66 independent samples ( $N = 23,037$ ) and they integrated the research on the influence of transformational leadership. They found that followers who perceived their leaders to be transformational leaders reported higher levels of psychological empowerment ( $p = 0.58$ ), leader effectiveness ( $p = 0.90$ ), organisational climate ( $p = 0.60$ ) and satisfaction ( $p = 0.63$ ). Followers’ perceptions of transformational leadership were also positively associated with their performance ( $p = 0.42$ ), extra activities ( $p = 0.45$ ) and service innovation ( $p = 0.43$ ) (ibid., p. 2145).

In addition, Khan et al. (2020) did a study to investigate the impact of transformational leadership on employee civic behaviour (CVB) by means of employee thriving and emotional exhaustion by applying a SET theory in the hospitality industry. With reference to SET, social behaviour is the result of an exchange process, especially the exchange relationship between leaders and followers (ibid., p. 20). Citing Khan et al. (2020), employee thriving refers to the psychological state in which employees experience validity and a sense of learning (Soh, 2017; Spreitzer et al., 2005). On the other hand, emotional exhaustion refers to a chronic state of mental and emotional depletion caused by excessive work demands and sustained stress (Wright & Cropanzano, 1998). Civic virtue is a discretionary behaviour characterised as a “responsible and constructive involvement of employees in organisational issues and governance” (Organ & Ryan, 1995, p. 782). The study found that the mediating effect of employee thriving is not significant, and citing Khan et al. (2020) it is inconsistent with earlier results (Li et al., 2016; Liu et al., 2010). This unexpected result is feasible due to the fact that transformational leaders and employees thriving have common characteristics that cause positive emotions, energy and aliveness (Bono et al., 2007; Hur et al., 2015). These factors usually initiate followers’ virtue behaviours (ibid., p. 21). The research assumes emotional exhaustion mediates the relationship between transformational leadership and CVB. Employees’ capacity to deal with emotional exhaustion increases once they become aware of the fact that supervisors negotiate with them and take their views and actions into account before finalising decisions. Citing Khan et al. (2020) this result is in keeping with the findings of previous studies, that is, leadership directly or indirectly affects employee behaviour and satisfaction through emotional exhaustion (Kahai et al., 1997; Yousef, 2000).

## 4 Servant Leadership

The notion of servant leadership is a source of great interest among both academics and practitioners. Citing Qiu et al. (2020), Brownell

(2010) echoed and extended by arguing the servant leadership paradigm holds promise particularly for the hospitality industry. The idea is that in servant leadership one wants to serve, to serve first (Greenleaf, 1970, p. 27) and servant leaders are committed to both individual and organisational growth (Reinke, 2004). Qiu et al. (2020, p. 2) researched how perceived servant leadership and employees' self-efficacy interact with each other to impact on employees' service quality in the hospitality industry. Citing Qiu et al. (2020, p. 2), Stajkovic and Luthans (1998) conceptualized self-efficacy as "an individual's conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task with a given context" (p. 66). Study 1 examined the joint effect of servant leadership and self-efficacy on service quality. The result of polynomial regression with response surface analyses demonstrated that employees' service quality would be higher when both perceived level of servant leadership and self-efficacy are higher. In addition, the larger the difference between perceived level of servant leadership and self-efficacy, the higher employees' service quality. Furthermore, self-efficacy would moderate the relationship between servant leadership and servant quality, and the positive relationship between servant leadership and service quality would be more pronounced when the level of employees' self-efficacy is at a lower level. Study 2 had similar results. The implication of the study is that servant leadership is particularly valued by employees with low self-efficacy. If they perceive their manager or supervisor to be a servant leader, they will provide better service to their customers in the workplace. Managers and supervisors are advised to focus more on employees who lack self-belief to complete a task successfully and these employees need more care and emotional healing as they face more negative emotions such as frustration, stress and burnout. In relation to high-efficacy people who are not very susceptible to the treatment of servant leaders, managers are challenged to provide a competitive incentive mechanism to promote their work performance. As servant leaders have organisation's vision and mission, it is important to communicate and share the goals and vision with self-efficacious employees (Qiu et al., 2020, p. 10).

## 5 Leadership Qualities

According to Havard (2007) leadership is a question of character not temperament. Character is forged through training, but temperament is a product of nature. Dweck (2006) in her book “Mindset” elaborates how as persons we can be improving in qualities throughout our lives. Those open to improvement and who do not accept that talent is fixed do better in the workplace. Virtue regulates temperament. A virtue is a good quality. One is born with a particular temperament, but one can improve in many positive qualities during one’s life such as leadership qualities. The early notion of the leader being born has lost currency and it is now accepted that leaders can be made through training, mentoring, education and exposure to other life experiences. Temperament need not be an obstacle to leadership. The challenge of freedom and to use one’s freedom well to choose the good option in each situation. The core values of Marriott are interesting here—putting people first, pursuing excellence, embracing change, acting with integrity and serving our world (Marriott, 2021).

Magnanimity and humility define the leader (Havard, 2007). Magnanimity is the quest of the spirit for great things. He/she who strives for greatness and seeks to correspond to it is magnanimous. The hospitality leader can have a big vision for the business and for the people working in it. The leader can inspire people to transform their behaviour into true service of the customer and those around them. Humility is the habit of living in the truth about oneself and one’s strengths and weaknesses. It is also the habit of service. Humility fosters in leaders the disposition to serve unconditionally. Leaders can lead by good example being the first to put themselves out for others, being punctual and being hands on when there is extra work to be done. Prudence enhances the leader’s ability to make the right choices. Courage is an important quality for the leader to stay the course and resist pressures. The leader needs courage to stand up for what is right and not be swayed by popular opinion. Self-control is another quality and involves submitting one’s passions to the spirit. The leader tries to have a calm and balanced character when dealing with people and situations that arise (Melé, 2012).

## 6 The Dignity of the Person

It is important to deal with people according to their inherent dignity as persons and to view them as a vital human resource and not just a source of profit. “Humanistic management is about recognizing what people are, treating them accordingly and fostering their development” (Melé, 2012, p. 75). The awareness of the dignity of the person has the following consequences for good management. They are as follows:

- The first regards possessing a human quality when dealing with people
- The second is about seeing the business firm as a community of persons with a specific mission
- The third refers to some ethical requirements in managing peoples’ work within the business firm and
- The fourth focuses on building up a person-centred corporate culture (Melé, 2012, p. 80).

The ability to listen well is a vital leadership skill. Leaders need to tune in to employees which can be valuable learning. Bryant and Sharer (2021, p. 83) talk about “listening ecosystems”. Managers need to watch out so as not to be caught up in an “information bubble” and to recognise that good ideas can shoot up from any member of the workforce and not to be surprised by this.

## 7 Sustainability

Tourism makes a significant economic contribution but raises social and environmental concerns by its activities. However, it must be acknowledged that the tourism industry is capable of shared value creation and sustainable development which is a big challenge for the tourism leader. This is due to the fact that sustainable tourism is not in keeping with the predominant neoliberal view of the economy which can lead to excessive consumption including the consumption of unreproducible resources, an overemphasis on profit and the undermining of equity, justice, fairness,



decent work and social interactions. These essential values were highlighted by the UN (2015) as connected with the “six essential elements”—dignity, people, prosperity, social justice, planer and partnerships that are viewed as necessary for the achievement of the 2030 Agenda for Sustainable Development (Della Lucia & Giudici, 2021a). Further, citing Della Lucia and Giudici (2021b) the notion of Shared Value (NV) as proposed by Porter and Kramer (2011, 2012) allows for the interconnection of sustainability, social responsibility and humanistic management in order to address the paradoxes of these complex systems. Businesses can treat social and environmental challenges as business opportunities and—responsibilities, pursued by means of corporate strategies and thus gain competitive advantage (Porter & Kramer, 2006, 2012). New business models emerge which overcome strict market barriers to simultaneously gain profit and benefits for the natural environment and society (Boons & Lüdeke-Freund, 2013; Rauter et al., 2015). Some hospitality establishments are trying to become more sustainable. Companies like Hyatt and Hilton have established Hyatt Thrive and Hilton Lightstay programmes, respectively, as well as Marriott International’ Serve360 programme and IHG’ Green Engage initiative (Berman, 2020).

## 8 Human Resource Management

HRM is vital for organisational performance and for the well-being of employees. As Drucker (1990) stated the task of management is to enable joint performance, to make peoples strengths effective and to make weaknesses irrelevant. The philosophy of the founder of Marriott is ever relevant “Take care of associates and they will take care of the customers” (Marriott, 2021).

According to Melé (2012, p. 75), the challenge facing managers is that of viewing employees as mere profit sources and “consumers as a simple source of income and not as individuals with a conscience, freedom” and a great potential for self-realisation. “Humanistic management is about recognising what people are, treating them accordingly and fostering their development”. It is recommended to manage people with a human quality where “human quality refers to appropriateness to the human

condition” (Melé, 2012, p. 81). In management five levels of human quality in dealing with people can be distinguished: (1) mistreatment, (2) indifference towards people, (3) respectful treatment, (4) concern for people’s interests and (5) favouring mutual esteem and cooperation (ibid.).

The effective leader tries to foster employee engagement which is very important in almost all organisations in including those in the tourism and hospitality sectors. There are many benefits to employee engagement among staff such as being more absorbed in their work and enabling them to focus and orient their attention, time and energy to carry out and deliver the jobs given to them (Presbitero, 2017). In his study Presbitero (2017, pp. 65, 66) investigated how two HRM practices especially reward management practice and training and development practice impacted on human engagement in a hotel chain in the Philippines. The results have shown that positive changes in reward management practice also led to increased levels of staff engagement. Similarly, positive changes in the training and development practice led to a positive and significant influence on employee engagement. It is evident from this study that HRM practices that are responsive to employees’ needs showing that they are valued and making them feel an inherent part of the organisation can give positive results. Social exchange mechanisms start when employees feel valued and cared for by the organisation resulting in greater dedication and commitment.

## 9 Work/Life Harmony

Managers do well by promoting flexibility and enabling better work/life harmony. Employees are more productive when they have a good work/life balance. The leader needs to develop a vision of what the human side of the organisation looks like flowing from the business strategy (Riley, 2019). Melé (2012, p. 99) observes that the business is more than just a system of contacts but a “community of persons” with a particular mission. The people form a bond together in order to produce the required goods and services.

Having a pleasant place to eat and sufficient time to eat and renew one's energy is a practical application of care of employees. "The meal taken at table is the cultural form that enables us to respond simultaneously to all the dominant features of our world: inner need, natural plenitude, freedom and reason, human community, and the mysterious source of it all. In humanised eating, we can nourish our souls even while we feed our bodies" (Kass, 1981, p. 228).

## 10 Quality Service

Tourists are more discerning regarding quality and providing quality services is becoming necessary for business survival in the face of growing international competition (Baum & Kokkranikal, 2005; Isik et al., 2019). The vision of Hilton is to fill the earth with the light and warmth of hospitality. Besides, the mission is to be the first choice of guests, team members and owners alike... (Hilton, 2021). A significant challenge facing the hospitality leader is the question of robot service versus personal service in hotels. In the tourism and hospitality industry robots and artificial intelligence are being perceived as offering opportunities for increased efficiency and innovation in service as well as profitability (Ivanov & Webster, 2019). Many people look for the human touch which is representative of hotel hospitality where guests experience being welcomed, cared for and valued (Kim et al., 2020). Face-to-face communication is important, and many guests seek the latter and personal service (Ariffin, 2013). However, there are some challenges to personal service such as negative outcomes from staff guest interactions, variations in service quality among individual staff and the possibility for human error (Barth, 2002; Chen, 2011; Kattara & El-Said, 2013; Kim et al., 2015, 2019). Service robots are now being used to deliver a range of services and can be an asset to the hotel. Citing Kim et al. (2021) among the benefits are decreased labour costs (Mende et al., 2019; Wirtz et al., 2018), improved service delivery (Pinillos et al., 2016) and a rise in

productivity with a reduced number of staff (Dirican, 2015; Zhong et al., 2020). However, without disregarding the benefits, there are some disadvantages including lack of interpersonal contact leading to an absence of social relationships, a lack of upselling possibilities, challenges with service recovery methods after service failure and perceptions of staff who may resent the technology and find it threatening from a job perspective (Bitner, 2001; Curran et al., 2003). In the scenario of a health crisis, such as COVID-19 customers preference for robots increases as service robots lessen the incidence of disease spreading (Kim et al., 2020).

According to the literature there is some evidence that some cultural dimensions are linked to personal and organisational qualities that are regarded as helpful to service delivery of all types (Radojevic et al., 2019). The aforementioned did a study on this topic using a publicly available dataset (Radojevic et al., 2016) based on TripAdvisor's online surveys of customer satisfaction with hotel services. The principal result from the study was that after accounting for all major factors influencing a guest's satisfaction, the services of hotel staff in countries with qualities of collectivism and restraint constantly received more favourable guest ratings than services provided in countries with a more individualistic culture and indulgence. A negative association was found between indulgence and performance. There are important implications for HR managers. The findings imply that hotels operating in countries that have high economic standards but are not particularly culturally disposed to providing high-quality hotel services (The UK, USA, Switzerland, Belgium, Finland, Luxembourg, France, Denmark, Canada, Norway, Sweden, etc.) should target workers from the less developed countries that have a cultural edge as regards providing hotel services (Pakistan, China, India, Lebanon, Philippines, Albania, Indonesia, Vietnam). On the other hand, hotels operating in highly developed countries where people have a cultural propensity to high-quality service such as Japan, Hong Kong or Singapore should mainly rely on local workers and not hire less costly staff from other countries that do not have an affinity to this type of job, because the savings in labour may be outweighed by a decrease in revenue caused by a reduction in the quality of services

provided (Radojevic et al., 2019, p. 11). However, it must be noted that the results presented in this study are likely to refer to front-of-house staff in the hotel industry but should not be generalised to assess a country's cultural disposition to provide service in other industries. Citing Radojevic et al. (2019, p. 12), as noted by Nazarian et al. (2017) the UK national culture is characterised by low power distance, which empowers employees, high individualism, which encourages responsibility and innovation, high masculinity, which indicates a great commitment to work and drive for success and low uncertainty avoidance, which is associated with an employee's propensity to try new things.

## 11 Conclusion

Management and leadership are about human beings and decision-making needs to be person-centred and not just motivated by profitability considerations. Transformational leadership maximises people's potential and aims to make employees flourish. Having a sustainable approach founded on the dignity of the person redounds to the benefit of society. With many immigrants under pressure to work in any job it is important for hospitality leaders not to exploit this pressing situation and to treat everyone respectfully and fairly. The hospitality industry can have high turnover of staff and future hospitality leaders need to bear this in mind and to see how they can improve human resource practices which in turn would enhance the image of the industry.

### **Action Prompts**

- Ask a few friends how they would feel being served by a robot instead of a human.
- Also, ask them what (if any) new expectations they have of their leaders at work post the pandemic.
- Think up a few ways to practice magnanimity and humility and try them out over the next few days.

### Study Questions

1. You have been employed as a manager in a hotel. Explain your key priorities regarding the management of people.
2. Continuing professional development is important for all employees. Identify aspects of training and development that you would recommend for a hospitality leader.
3. Work/life harmony is a topic of increasing relevance in society and the workplace. What is work/life harmony? How can work/life harmony be fostered in the hospitality industry?

### Chapter Summary

Management is about getting the best out of people. Managers can become effective leaders by inspiring others to follow. Leadership can be cultivated, and one can grow and develop through education, mentoring and sport among other activities. Transformational leadership has been applied to the tourism and hospitality industry and is to be recommended. Transformational leadership seeks to satisfy higher needs and engages the full potential of the employee. Employee motivation is enhanced by means of teamworking and by inspiring employees to embrace the vision. Some positive effects of transformational leadership are organisational commitment, psychological empowerment, job performance, service innovation behaviour and life satisfaction. True leadership goes beyond justice and aims to make employees flourish. With many immigrants under pressure to work in any job it is important for hospitality leaders not to exploit this pressing situation and to treat everyone respectfully and fairly. Hospitality leaders are called to embrace sustainability by fostering humanistic management founded on the dignity of the person which redounds to the benefit of society. The hospitality and tourism industry can have better human resource management systems which will in turn enhance the image of the industry and make it a more attractive place to work.

## References

- Ariffin, A. A. M. (2013). Generic dimensionality of hospitality in the hotel industry: A host guest relationship perspective. *Tourism and Hospitality Management International Journal of Hospitality Management*, 35, 171–179.
- Barth, S. (2002). STEM the litigation tide by managing and motivating. *Lodging Hospitality*, 58(1), 16.
- Baum, T., & Kokkranikal, J. (2005). Human resource management in tourism. In L. Pender & R. Sharpley (Eds.), *The management of tourism*. Sage.
- Berman, D. (2020, February 5). *The role model industry*. <https://www.forbes.com/sites/forbesrealestatecouncil/2020/02/05/the-role-model-industry/?sh=78bec342a66a>. Accessed 27 Oct 2021.
- Bitner, M. J. (2001). Service and technology: Opportunities and paradoxes. *Managing Service Quality: An International Journal*, 11(6), 375–379.
- Bono, J. E., Foldes, H. J., Vinson, G., & Muros, J. P. (2007). Workplace emotions: The role of supervision and leadership. *Journal of Applied Psychology*, 92(5), 1357–1367.
- Boons, F., & Lüdeke-Freund, F. (2013). Business models for sustainable innovation: State-of-the-art and steps towards a research agenda. *Journal of Cleaner Production*, 45, 9–19.
- Brownell, J. (2010). Leadership in the service of hospitality. *Cornell Hospitality Quarterly*, 51(3), 363–378.
- Bryant, A., & Sharer, K. (2021, March/April). Are you really listening? *Harvard Business Review*.
- Bureau of Labor Statistics (BLS). (2015, December). Industry employment and output projection to 2024, *Monthly Labor Review*. Available online.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Chen, W. (2011) *Technology base self-service in hospitality industry* (Master's thesis). University of Nevada.
- Curran, J. M., Meuter, M. L., & Surprenant, C. F. (2003). Intentions to use self-service technologies: A confluence of multiple attitudes. *Journal of Service Research*, 5(3), 209–224.
- Dai, Y. D., Dai, Y. Y., Chen, K. Y., & Wu, H. C. (2013). Transformational vs transactional leadership: Which is better? A study on employees of international tourist hotels in Taipei city. *International Journal of Contemporary Hospitality Management*, 25(4), 760–778.
- Della Lucia, M., & Giudici, E. (Eds.). (2021a). *Humanistic management and sustainable tourism human social and environmental challenges*. Routledge.

- Della Lucia, M. & Giudici, E. (2021b). The capitalist dilemma in modern tourism development. In M. Della Lucia & E. Giudici (Eds.), *Humanistic management and sustainable tourism human social and environmental challenges* (pp. 1–12). Routledge.
- Dettori, A., & Floris, M. (2019). Sustainability, well-being, and happiness: A cword analysis. *International Journal of Business and Social Science*, 10(10), 29–38. <https://doi.org/10.30845/ijbss.v10n10a5>
- Dirican, C. (2015). The impacts of robotics, artificial intelligence on business and economics. *Procedia-Social and Behavioral Sciences*, 195, 564–573.
- Drucker, P. F. (1990). *The new realities*. Mandarin.
- Dweck, C. (2006). *Mindset: The new psychology of success*. Random House.
- Gill, A. (2010). The impact of transformational leadership and empowerment on employee job stress. *Business and Economics Journal*, 37(3), 211–224.
- Greenleaf, R. (1970). *The servant as leader*. Greenleaf Center.
- Gui, C., Luo, A., Zhang, P., & Deng, A. (2020). A meta-analysis of transformational leadership in hospitality research. *International Journal of Contemporary Hospitality Management*, 32(6), 2137–2154.
- Havard, A. (2007). *Virtuous leadership*. Scepter.
- Hilton. (2021). <https://www.hilton.com/en/corporate/>. Accessed 27 Oct 2021.
- Hur, W. M., Moon, J. W., & Jung, Y. S. (2015). Customer response to employee emotional labour: The structural relationship between emotional labour, job satisfaction and customer satisfaction. *Journal of Services Marketing*, 29(1), 71–80.
- Isik, C., Sirakaya-Turk, E., & Ongan, S. (2019). Testing the efficacy of the economic policy uncertainty index on tourism demand in USMCA: Theory and evidence. *Tourism Economics*, 1–14. <https://doi.org/10.1177/1354816619888346>
- Ivanov, S., & Webster, C. (2019). Conceptual framework of the use of robots, artificial intelligence and service automation in travel, tourism and hospitality companies. In S. Ivanov & C. Webster (Eds.), *Robots, artificial intelligence and service automation in travel, tourism and hospitality* (pp. 7–37). Emerald.
- Kahai, S. S., Sosik, J. J., & Avolino, B. J. (1997). Effects of leadership style and problem structure on work group process and outcomes in an electronic meeting system environment. *Personnel Psychology*, 50(1), 121–146.
- 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(6), 9–18.
- Kass, L. R. (1981). *The hungry soul*. The University of Chicago Press.



- Kattara, H. S., & El-Said, O. A. (2013). Customer preferences for new technology-based self-services versus human interaction services in hotels. *Tourism Hospitality Research, 13*(2), 67–82.
- Khan, N. A., Khan, A. N., Soomro, M. A., & Khan, S. K. (2020). Transformational leadership and civic virtue behaviour: Valuing act of thriving and emotional exhaustion in the hotel industry. *Asia Pacific Management Review, 25*, 216–225.
- Kim, S., Im, J., & Hwang, J. (2015, July). The effects of mentoring on role stress, job attitude and turnover intention in the hotel industry. *International Journal of Hospitality Management, 48*, 68–82.
- Kim, S., Kim, J., Badu-Baiden, F., & Giroux, M. (2021). Preference for robot service or human service in hotels? Impacts of the COVID-19 pandemic. *International Journal of Hospitality Management, 93*. <https://doi.org/10.1016/j.ijhm.2020.102795>
- Kim, B., Kim, S., & Heo, C. (2019). Consequences of customer dissatisfaction in upscale and budget hotels; focusing on dissatisfied customers' attitude towards a hotel. *International Journal of Hospitality, Tourism and Administration, 20*(1), 15–46.
- Kim, S., Kim, P., Kruesi, M., & Kim, S. (2020, January). An examination of the progressive effects of hotel frontline employees' brand perceptions on desirable service outcomes. *International Journal of Hospitality Management, 84*, 102334.
- Lee, Y. K., Son, M. H., & Lee, D. J. (2011). Do emotions play a mediating role in the relationship between owner leadership styles and manager customer orientation and performance in service environment? *International Journal of Hospitality Management, 30*(4), 942–952.
- Li, M., Liu, W., Han, Y., & Zhang, P. (2016). Linking empowering leadership and change oriented organization a citizenship behavior: The role of thriving at work and autonomy orientation. *Journal of Organizational Change Management, 29*(5), 732–750.
- Liu, J., Siu, O. L., & Shi, K. (2010). Transformational leadership and employee well-being: The mediating role of trust in the leader and self-efficacy. *Applied Psychology, 59*(3), 454–479.
- Marriott. (2021). <https://www.marriott.com/culture-and-values/core-values.mi>. Accessed 27 Oct 2021.
- Melé, D. (2012). *Management ethics*. Palgrave Macmillan, IESE Business School.
- Mende, M., Scott, M. L., van Doorn, J., Greval, D., & Shanks, L. (2019). Service robots rising: How humanoid robots influence service experiences

- and elicit compensatory consumer responses. *Journal of Marketing Research*, 56(94), 535–556.
- Mohamed, L. M. (2016). Assessing the effects of transformational leadership: A study on Egyptian hotel employees. *Journal of Hospitality and Tourism Management*, 27(6), 49–59.
- Nazarian, A., Atkinson, P., & Foroudi, P. (2017). Influence of national culture and balanced organizational culture on the hotel industry's performance. *International Journal of Hospitality Management*, 63, 22–32. <https://doi.org/10.1016/j.ijhm.2017.01.003>
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48(4), 775–802.
- Pinillos, R., Marcos, S., Feliz, R., Zalama, E., & Gomez-Garcia-Bernejo, J. (2016). Long-term assessment of a service robot in a hotel environment. *Robotics and Autonomous Systems*, 79, 40–57.
- Pirson, M. A., Martin, K., & Parmar, B. (2017). A humanistic perspective for management theory: Protecting dignity and promoting well-being. *Journal of Business Ethics*, 145(1), 1–19. <https://doi.org/10.1007/s10551-017-3755-4>
- Porter, M., & Kramer, M. (2011). Creating shared value. *Harvard Business Review*, 89(1/2), 62–77.
- Presbitero, A. (2017). How do changes in human resource management practices influence employee engagement? A longitudinal study in a hotel chain in the Philippines. *Journal of Human Resources in Hospitality and Tourism*, 16(1), 56–70. <https://doi.org/10.1080/15332845.2016.1202061>
- Qiu, S., Dooley, L. M., & Xie, L. (2020). How servant leadership and self-efficacy interact to affect service quality in the hospitality industry: A polynomial regression with response surface analysis. *Tourism Management*, 78, 1–12. <https://doi.org/10.1016/j.tourman.2019.104051>
- Radojevic, T., Stanistic, N., & Stanic, N. (2016). *Inside the rating scores: A multi-level analysis of the factors influencing customer satisfaction in the hotel industry*. Mendeley Data. 1. <https://doi.org/10.17632/kwsrxshf9x.1>
- Radojevic, T., Stanistic, N., & Stanic, N. (2019). The culture of hospitality: From anecdote to evidence. *Annals of Tourism Research*, 79, 1–14. <https://doi.org/10.1016/j.annals.2019.102789>
- Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership: Conceptual and empirical extensions. *The Leadership Quarterly*, 15, 329–354.

- Rauter, R., Jonker, J., & Beumgartner, R. J. (2015). Going one's own way: Drivers in developing business models for sustainability. *Journal of Cleaner Production*, 140(1), 144–154. <https://doi.org/10.1016/j.jclepro.2015.04.104>
- Ravichandran, S., Israeli, A. A., Sethna, F., Bolden 111, E. C., & Ghosh, A. (2017). Hospitality managers' importance perceptions of human resource practices related to employment of foreign workers in the United States. *Journal of Human Resources in Hospitality and Tourism*, 16(4), 331–348.
- Reinke, S. J. (2004). Service before self: Towards a theory of servant-leadership. *Global Virtue Ethics Review*, 5, 30–57.
- Riley, M. (2019). *Managing people in the hospitality industry*. Routledge, Taylor and Francis Group Hospitality Essential Series, Series Edition Roy C. Wood, Faculty of Business and Law, University of Northampton.
- Sakdiyakorn, M., & Waltanacharvensil, W. (2018). Generational diversity in the workplace: A systematic review in the hospitality context. *Cornell Hospitality Quarterly*, 59(2), 135–159.
- Shuckert, M., Kim, T. T., Paek, S., & Lee, G. (2018). Motivate to innovate: How authentic and transformational leaders influence employees' psychological capital and service innovation behavior. *International Journal of Contemporary Hospitality Management*, 30(2), 776–796.
- Soh, K. (2017). Fostering student creativity through teacher behaviors. *Thinking Skills and Creativity*, 23, 58–66.
- Spitzeck, H. (2011). An integrated model of humanistic management. *Journal of Business Ethics*, 99(1), 51–62. <https://doi.org/10.1007/s10551-011-0748-6>
- Spreitzer, G. M., Sutcliffe, K., Dutton, J. E., Sonenshein, S., & Grant, M. A. (2005). A socially embedded model of thriving at work. *Organization Science*, 16(5), 537–550.
- Stajkovic, A. D., & Luthans, F. (1998). Self-efficacy and work-related performance: A meta analysis. *Psychological Bulletin*, 124(2), 240.
- United Nations (UN). (2015). *Transforming our world: The 2030 agenda for sustainable development*. <https://sustainabledevelopment.un.org/post2015/transformingourworld/publication>. Accessed 15 Oct 2021.
- Vargas-Savalle, L., Karami, M., & Spector, S. (2020). Transformational leadership in the hospitality and tourism industry In V. Ratten (Ed.), *Entrepreneurial opportunities*. <https://doi.org/10.1108/978-1-83909-285-520201007>

- Wirtz, J., Patterson, P. G., kunz, W. H., Gruber, T., Lu, V. N., Paluch, S., & Martins, A. (2018). Brave new world: Service robots in the frontline. *Journal of Services Management*, 29(5), 907–931.
- World Tourism Organization. (2016). *Why tourism?* Retrieved from <http://www2.unwto.org/content/why-tourism>. Accessed 10 July 2021.
- Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of Applied Psychology*, 83(3), 486–493.
- Yousef, D. A. (2000). Organizational commitment: A mediation of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1), 6–24.
- Zhong, L., Sun, S., Law, R., & Zhang, X. (2020). Impact of robot hotel service on consumer's purchase intention: A control experiment. *Asia Pacific Journal of Tourism Research*, 25(7), 780–798.