

Leadership style of reflective hospitality managers

[Profession](#), [Manager](#)



1. Introduction

The choice of a suitable leadership style of hospitality industry can be seen as the requirement of the features of the industry that is based on the experience of both sides, i. e., the experience of guests in consuming the service and the experience of the managers in running the hospitality businesses (Banks, L. 1997). Here, there are two relationships that are important in influencing the quality of hospitality management. One relationship is between the hospitality industry and the guests and the other relationship is between the managers of hospitality businesses and the employees. In fact, the latter relationship is of the same importance as the first one. This is because of the fact that the leadership style of hospitality managers is decisive in influencing the working attitudes of the employees which in turn may impact the effectiveness of the job of serving the guests (Van Dyk, P. S. 2001). This essay, based on the analysis of the leadership style of the hospitality managers to the employees in motivating their initiatives in working, aims at clarifying the importance of leadership style of hospitality managers in promoting the general quality of their managerial job and the service quality of hospitality service as well.

2. Why employee motivation is important in promoting hospitality service

Any employee bases his or her assessment of working life on their demands and expectations. No one will be content about his or her being a property of others (Armstrong, M., 1990). Anyhow, the concerning of life value still dominates the life philosophy of the human race. Therefore, in most cases, the question involved in the relationship of employment is not how an employee will fit into a company, but how the company will fit into the

employee's project. To put it another way, the motivation of an employee's taking up a job lies in that how the job will provide the possibility of personal development as well as the realization of life value in the future. (Fielding, M. 1993) For the employee, it is not the question of fitting into the existing organization culture. Generally, if there is a mismatch between the personal value and the interests of the company, there are usually two alternative choices. One is that the person may drop the company to escape from the present condition. The other is that he or she has to put up with the situation. Of course, such endurance has a limited scope. If there is a better career opportunity waiting for him or her, he or she will continuously look out for these opportunities and will migrate to a new company.

Thus, such a relationship between the organization and the employee creates the first dilemma. For the company, the dilemma is how to make the company attractive to employees where as at the same time can obtain the maximum amount of benefit from the employee. Providing a luring promise to the newly employed staff members is of no avail if the company is not consistent to keep the promise in the future. Thus, what matters is that the HRM should adopt a strategy that will be helpful in keeping the long run of the personnel assets. However, this is definitely not an easy thing for any company or organization to accomplish. It is always a matter of contradiction. However, experienced hospitality business managers knows how to solve this problem by respecting the real needs of the employees and thus the initiatives of serving the guests will be encouraged.

3. Motivating the staff

This means the measurement of the performance of employees and the delegated responsibilities of the employees. This is usually done through the detailed explanation of the technical specifications to the staff members to show them how to perform in their actions. This is effective in making the employees know the level of accountability that is related to his performance of the task. By clarifying these things beforehand, the employees can know better their duties in the management process and in this way, they can be confident in meeting the challenges that they will encounter in their job.

Technical specifications are important in reflecting the experience of managers of hospitality industry. This is another important success guarantee of business organizations. By coaching the staff, manager of a business organization can delegate an assignment with more concise purpose. This is especially useful when allocating new tasks to staff members. New tasks can be confusing in many areas. So, managers should be patient enough to motivate the staff in a sustained way.

PLOC management focuses specifically on the progress of HRM theories and practical implementation, growing emphasis on flexibility and individualization are leading to the serious challenge of how to ensure the spirit of community which are considered to be the basis for social relations and cooperative networks of organizations of various kinds. However, if the single employee in a department of a company is increasingly undertaking individual tasks and receives individual salary, and sees his or her career possibilities to be solely determined by his or her individual talents, then how will it be possible to create a spirit of solidarity in the department and think

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of it as an entity? This situation, with the development of the integration of world business, is further aggravated by the growing need for people to work across organizational or professional boundaries. On the other hand, technological advancement has made solving tasks increasingly complex and thus requires input from very different competence profiles. As a result, only a team can yield the best outcome (Carter, C. C. 1994). Therefore there is constantly a pressure of competence communities which emerges in a time when the preconditions for such communities are deteriorating. So, the contradiction between individual development and the interest of the community always exists.

With regard to this contradiction, it is really a serious a challenge to practitioners to build up a framework for the negotiation between the individual interests and the company's gaining profits. In the meanwhile, such a framework also contributes to achieve a close relationship among people from both sides of an organization. If they fail to meet this challenge, working life will not only become atomized but also be void of human empathy and the spirit of community. To summarize, the principle for the parishioners to follow is that the mechanism for the development should be sustainable and flexible. It all depends on the role of the unions. However, the traditional role of unions is a watchdog of strict organizational rules and collective agreements. The employees neither expect nor wish to draw on the traditional support offered by unions. Rather, they want more direct influence on the contents of their incomes and working conditions. The role of the unions seems to be much neglected by employees.

4. Service quality and team performance

The core of the strategy of the improvement of the team performance is to treat the employees equally and this is the crucial requirement of improving the service quality of hospitality business. Although the diversified interests of the semi-groups within a business are difficult to evaluate, yet it is still possible to motivate the staff through the personal experience of the managers. This has proved to be significant in promoting the activeness of the employees in serving the guests in their workplace. In this sense, leadership style is not only a theory but also an important personal experience of hospitality managers.

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