DIFFERENT LEADERSHIP STYLES & ITS APPLICATION IN DAILY MANGEMENTOF A BUSINESS HOTEL IN ISTANBUL

Ahmet Ferda Seymen

Abstract

The study undertaken will make reference to different styles of Leadership methods widely used worldwide and investigate how it is used in the day to day operation of a 5 star business hotel in Istanbul.

Key Words

Authoritative, Commanding, Participative, Affiliative, Paternalistic, Supportive, Coaching & Counselling, Free Rein.

STYLES OF LEADERSHIP

There are different types of leadership styles which can be implemented by itself in a given situation, yet parts of different styles can also be applied in a mixed format in a particular situation. Hence, if the purpose of the Leader is to accomplish an objective, his/her task very much depends on the behavior of the Leader, his/her personality, experience and principles in accomplishing the task in hand. Below are the different types of leadership styles which a Leader uses according to the situation at hand.

• **Authoritarian or autocratic Style Leader:**This type of leadership can be described as a dictatorship style of management where 99, 9% of all decisions are made by the leader without any consulting or respecting the ideas of the subordinates. This type of leader use the fear element and remain distant from employees. They are generally disliked and not considered as true leaders.

• **Participative or democratic Style leader:**The participative approach inherits a climate consensus and equality. The leader values the ideas and suggestions from all ranks of employees. The decision making process integrates all input collected through consultation boards and committees. Hence the final outcome is usually a work of a team rather than one person or a top executive board. This style of leadership improves attitude of employees, increases the morale and lead to higher level of cooperation between management and employees.

• **Free Rein or Laissez Faire Leader:**This approach of leadership style is over democratic where the leader does not lead but leaves the individual/group by itself. This is much debated as too much freedom can result in anarchy. To accomplish a mission the group needs clear guidelines with objectives. Hence the leader must be involved to deliver these mandatory requirements in order to prevent the group from derailing from their course. Although this style can create self-confidence and the opportunity to develop talents of subordinates, but it can also bring chaos to the group/company.

• **Paternalistic Style leader:**The Paternalistic approach is a supportive and guiding style of management by the leader. A major handicap with this type of leadership is that it creates individuals/groups always looking for support and recognition from the leader. In most cases the outcome completely depends on the actions of the leader, however under this type of leader no one flourishes. On the other hand it supplies the leader with an effective tool to adapt/deal with unpredictable conflicts and communicating with difficult subordinates. (Mayer, Salovey & Caruso 2008).

Leaders can abuse their power and authority by creating pressure towards employees which can be a downturn for the company. (Goleman, Boyatzis & McKee 2009). This negative behavior on the part of the leader will result in negative emotions in the workplace.
(Goleman, Boyatzis & McKee 2009

In his research, Goleman (2008) deduced six styles of leadership that ultimately surface, taking into account one's level of emotional intelligence. These are described as visionary, coaching, affiliative, democratic, and pace-setting and commanding (Goleman, Boyatzis & McKee 2009):

1. Visionary:A visionary style of leadership can best be demonstrated by an inspirational leader who understands people's perspective as well as company values and objectives and direct the energy of all parties towards boosting productivity at work. (Goleman & Boyatzis 2008). A visionary leader instills a sense of confidence within employees where they feel that they are a bone-fide member of the organization. (Mayer, Salovey & Caruso 2008).
The visionary leader can turn the odds around by manipulating the idea of understanding each other and by building a harmonious relationship between him/her and subordinates, will ultimately bring success to the company. (Müller & Turner 2010).

2. Coaching: This style of leadership relies heavily on the assistance and morale building of the individuals forming the group. The leader must have professional abilities to assess each individual as to their maximum capacity and through set goals and guidelines direct each person to achieve personal objectives and boost productivity at work. (Goleman, Boyatzis & McKee 2009). In order for the leader to succeed he needs to devote his energy constantly on team member's progress on fulfilling their personalized objectives. (Goleman, Boyatzis & McKee 2008). This type of leadership approach brings a burden to the leader by devoting ample amount of time to coach each individual so they will be successful in their jobs and in the company. (Goleman & Boyatzis 2008).

3. Democratic: A democratic leader does not seek assistance from subordinates, irrespective of their position within the company. (Goleman, Boyatzis &McKee 2008). This type of leadership model can be more effective in companies who find themselves in professional crises. (Koman & Wolff 2008).

Democratic style of leadership permit participation and increase collaboration and teamwork where future business matters and issues can be shared with others in the work place. (Goleman & Boyatzis 2008). Democratic leadership builds harmony between team-members, it also breaks the stereotype of a leader who is demanding and controlling. (Goleman, Boyatzis & McKee 2009).

4. Affiliative: To be effective in the work place it is important for the leader to develop emotional bonds with the workforce. (Koman & Wolff 2008). The affiliative leader is attentive to the emotional needs of employees allowing them liberty to work efficiently in their aptitude. (Goleman & Boyatzis 2008).The affiliative leader prioritizes on the emotional ambiance of the organizational culture, its values, clear communication, and participation among members to boost the outcome at work. (Koman & Wolff 2008).In order for any global organization not to go into overdrive, The implementation of affiliative leadership style can prevent negative human resources management as it ensures that all employees is well taken care of, and have chance to move-up within the organization. (Goleman & Boyatzis 2008).

5. Pace-setting: Pace-setting style of management is known for setting up very high standards and in performance and even exceed the set objectives. (Goleman, Boyatzis & McKee 2008).
The significance of this leadership style lies in achieving perfection and excellence within the work place. (Goleman & Boyatzis 2008).

Although it creates a work environment where work gets done fast and effectively by pushing people over their limits. It also has potential drawbacks. (Goleman, Boyatzis &McKee 2008).
The most motivating aspect on the part of the employees is that the style of leadership emphasizes on leading by example. This often creates apositive outcome in the production of work. (Mayer, Salovey & Caruso 2008).

6. Commanding: The commanding leadership style is very demanding and does not allow any suggestions but full compliance. (Goleman, Boyatzis & McKee 2009). This type of leader has no tolerance, neither mercy. The focus is to get the job done at a given time with no questions asked. The employees who cannot produce can become a victim of the leader in the form of down grading and humiliation. (Goleman & Boyatzis 2008). The authority is kept by the leader and not delegated. (Koman & Wolff 2008).It can be applied to situations where there is a crises at work, in particular among employees. The commanding leader can exercise the absolute power he holds to settle all disputes. (Goleman, Boyatzis &McKee 2009).

The downside of this leadership style is its tendency to destroy the organization if it's not implemented with a leader who has high emotional intelligence, empathy and self-control. (Goleman & Boyatzis 2008).

While the styles listed by Goleman (2008) have pros and cons, it is important to note that these styles should not be implemented just by itself but rather they should be incorporated and the combination of the level of dose for each leadership style will vary due to the situation in a hand and that of the leaders personal characteristics, values, and experience. However, by successful application of these styles can drastically improve business performance and company success.
(Goleman, Boyatzis & McKee 2009).

The day to day management of the hotel requires attention to detail at every level. The risk undertaken is huge, considering the amount of work which needs to be produced for running the business properly and efficiently in the areas of administration, sales, purchasing, service and production, security, maintenance, cleaning and up-keeping which all need to result with a high degree of guest satisfaction.

Managing a 5 star hotel with different types of rooms, restaurants, bars, fitness & recreational areas, meeting rooms, banqueting and many other facilities require professional management. The hotels are run with operational guide lines indicating specification regarding physical and operational standards of the company. Service and product standards and the ritual of delivering these to guests is an art of management.

The management team from top to bottom need to understand the demanding nature of the business. Without the help of professional management team who implements effective leadership styles and without knowing or fully comprehending the meaning of service industry where customer satisfaction is upheld as the number one criteria and not being familiar with up to date management systems and techniques applied by trend setters and the elite multinational hotel chains of the industrythe management of the hotel will suffer immensely. Inexperienced management not aware of the immense details and difficulty of the business cannot achieve the complex task of running the day to day operations. Often this sounds as an achievable goal but to achieve this goal consistently throughout the operation 24 hours-365 days, one realizes that this task is not easy to achieve and if achieved to keep the effort in all aspects of the service, given continuously and consistently throughout the establishment requires a professional management with set standards both in service and products. To achieve maximum guest satisfaction the staff has to be trained on these standards as well as procedures throughout the company.

When the organization chart of the hotel is examined usually a classical top to bottom command chain will be in effect. At the top there is General Manager, below the department heads which will amount to 10-15 depending on the size and status of the hotel. Under the department heads there would be the Assistants & Supervisors which would form and complete the management level within the hotel. Rest of the employee would constitute the lower level employees.

The nature of the business requires effective team work and involvement of every single employee in achieving the highest guest satisfaction possible. In order to set-up such management system all information to and from every member and guest need to flow into the management, evaluated and finalized by taking proper action.

For all staff to understand and contribute to the final result the following areas must be planned, coordinated and executed on a continual basis.

Company should be clear in identifying the major areas of concern:

- The existence of the company and its functions
- Greater role within the social environment
- Core values regarding well-being of human element in work place

- Core business values; business objectives, strategies and goals
- Budgeting process with regard to revenue and costs
- Company policy regarding personnel; its contributionand development
- Implementation of human resources & its functions within the company
  (Career Development plan, Reward & reprimand system, Training & self-improvement, Coaching, Motivation, Cross exposure, Social benefits & perks, other contributors to the with well-being of personnel)
- Social & Environmental role within the community and society
- Social committees & voluntary community works/projects

Once the employees are satisfied & decide to work for such company with clear values and objectives the contribution to the financial and social goals of the company will be easier to achieve. In an environment where things are clear there is harmony between the work force and team work becomes easier to implement. In general people can be motivated easier when they understand what is expected from them.

Once an environment of trust is established throughout the company, the management team will implement mixed leadership styles to achieve the best possible results within the company.

The Implementation of Leadership styles in day to day operations

Preparation of financial budgets with detailed analytical & statistical techniques would require a more **"Participative", "Paternal", "Affiliative" or "Democratic"** leadership style on the part of the manager**.** The collection and evaluation of data need to be prepared in an environment where open communication and free sharing of data is important to the outcome of the project.
On the other hand the execution and achievement of budgeted results would require more direct approach such as "**Autocratic", "Commanding" and/or "Pace-setting"** leadership style on the part of the manager. It is critical to achieve the budgeted results on a monthly basis. However; one needs to be in total control of revenues & costs on a daily basis. Hence if the control process is neglected obtaining of pre-planned results will be compromised. The manager should be forcefull and have complete control over the entire process.

Adherence to the operational guidelines, service and product standards as well as rituals & procedures to achieve guest satisfaction is a very critical area, where employees need to be trained and controlled constantly. Managers should not tolerate from set standards and operational guidelines. Hence this area requires an "**Autocratic", "Commanding"** style of leadership.

All areas concerning Social & Environmental role within the community and society as well as Social committees & voluntary community works/projects require a more "**Participative", "Democratic" and "Affiliative"** leadership style to be implemented. A good example for this would be a committee of people working together to achieve a project that would be beneficial for the company and the team involved. Recently the hotel received a **GREENİNG HOTEL** certificate through an international establishment. Long hours of voluntary work by the committee members in preparing the necessary documentation. Delivering the training for the rest of the employees over a 4 month period.

Obtaining of the requested operational equipment as well as fixture. Redesigning of areas for waste collection, and implementing the gradual change of more cost effective heating and lighting equipment across the company. At the beginning of the project the Leader must also demonstrate a "**Visionary"** leadership to motivate committee members to work hard to achieve the desired results. He would also implement a **"Pace-setting"** leadership to cover important areas of project and establish a road plan to effectively mobilize each member.

When it comes to delivering the universal massage to the employees and clients regarding company values & norms the leader most definitely utilize the "**Visionary"** leadership style without any hesitation. Same style is require in the followingareas:

Existence of the company and its functions
Greater role within the social environment

Core values regarding well-being of human element in work place
Core business values; business objectives, strategies and goals

The true **"Visionary"**leader is inspirational and able to motive others to accomplished shared goals. (Goleman & Boyatzis 2008). Leader's role is to define company objectives and values in order to clarify common grounds for the employees and clients why they should work for the company and/or prefer the company over its competitors and in general.

The **"Visionary"** style is also needed to communicate company's financial and social performance against set targets. At the end of each month the General Manager has the privilege to address all employees in a meeting where employee of the month as well as birthday celebrations are held in the hotels most prestigious ball room. This is an important opportunity to share and discuss issues regarding the hotel and give feedback to employees on the performance of the past month.This is a vital gathering where employees should be motivated by the management to celebrate a special day and enjoy being part of the team and the bigger picture. This is where top management should emphasize on core values and reinforce the team work within the company. The leadership style is based on giving employees confidence and feeling valuable as part of the organization. (Mayer, Salovey & Caruso 2008).

The weekly management meetings are held periodically where hotels performance is shared, the issues which need to be addressed and necessary actions needed to be taken are planned and assigned in these important meetings. The General Manager chairing this meeting has the opportunity to motivate his/her managers by being **"Visionary"**, "**Autocratic",** **"Commanding" and/or "Pace-setting"**when referring to obtaining of financial and social targets set ahead. He can also be demanding and adamant in taking corrective action and preventive action regarding matters resulting with guest complaints and low guest satisfaction.

Whereas business objectives and goals which concern the following months such as forecasts, sales activities, events & organizations need to be closely monitored and analyzed. This is where expertise and strategy management is required from the General Manager.The General Manager can use different types of leadership style based on the time available to implement the new strategy. If time becomes a pressing issue the style of leadership would be more "**Autocratic", "Commanding" and/or "Pace-setting".**If on the other hand there is sufficient time the leadership styleimplemented would be more **"Participative", "Paternal", "Affiliative" or "Democratic"**.

With regard to the development of staff in the following areas: (Career Development plan, Training & Self-improvement, Coaching, Motivation and other contributors to the well-being of staff)the much needed bond & trust between the manager and staff as well as the company must be established between the parties. Hence the leadership style to be used in this area would be **"Participative", "Paternal" or "Affiliative"**. Once the goals and objectives are set the monitoring and controlling style would need to change from "**Coaching"** to **"Pace-setting"** depending on the performance of the staff it could change to **"Commanding"** or continue on a **"Coaching"** style basis.

The charity and community works and projects as well as employee parties, social gatherings and events can start on a "**Free Rein or Laissez Faire"** basis to let committee members independently work and prepare the scope of the project. Building self-confidence also helps develop talents of employees. As projects develop **"Coaching"** and more supportive leadership style can be implemented.

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