

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Languages



Bachelor Thesis

**Leadership: Comparing Structures and Methods
across Industries**

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BACHELOR THESIS ASSIGNMENT

Yulia Yasneva

Business Administration

Thesis title

Leadership: Comparing Structures and Methods across Industries.

Objectives of thesis

The bachelor thesis aims to understand the role of leadership in different industries and describe the differences and main features through analysis of the leadership styles and identifying which style prevails in a particular area. The empirical portion aims to determine which of the leadership styles are the most convenient and multifunctional for managing the hospitality business.

Methodology

The theoretical part will explore the strengths and weaknesses of leadership styles in particular areas and provide a foundation for empirical research. The practical part will evaluate the analyses of leadership styles and use quantitative and qualitative data to compare the main criteria for managing a business in the hospitality industry; developing a new management approach based on the principles and strengths of previously studied management styles in different areas.

The proposed extent of the thesis

30-40 pages

Keywords

Leadership styles, Hospitality management, Leadership in Military, Leadership in Medicine, Leadership in Government

Recommended information sources

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Declaration

I declare that I have worked on my bachelor thesis titled "Leadership: Comparing Structures and Methods across Industries" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights.

In Prague on 30.11.2023

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Leadership: Comparing Structures and Methods across Industries

Abstract

This bachelor thesis is concerned with the study of the subject of leadership in one specific industry, which is largely represented by various hotels and similar business entities. The bachelor thesis seeks to formulate relevant recommendations for managers with regard to the leadership and management style that they should employ towards their subordinates and the people with whom they are working. The study is carried out in two equally important stages. The first level of the bachelor thesis concerns the literature review where publications of relevant authors and scholars are scrutinized and critically assessed, and the most important findings are reported in individual chapters dedicated to the concept of leadership. The document analysis technique is the key methodology used in this part of the thesis. The second level of the bachelor thesis is almost entirely represented by the quantitative approach, where the process of hypothesis testing is carried out. It was found that neither gender nor age are significant factors shaping one's perception of leadership and management, which contradicts some of the cited authors. Effectively, this finding leads to the recommendation that managers should focus on individual aspects of their teams and co-workers rather than using sets of predefined assumptions on how their leadership should vary based on gender age, and other factors within the hospitality industry.

Keywords: Leadership styles, Hospitality management, Leadership in Military, Leadership in Medicine, Leadership in Government

Vůdcovství: porovnání struktur a metod napříč odvětvími

Abstrakt

Tato bakalářská práce se zabývá studiem předmětu leadership V jednom konkrétním odvětví, kterým je pohostinství z velké části zastoupené různými hotely a podobnými podnikatelskými subjekty. Bakalářská práce se snaží formulovat relevantní doporučení pro manažery s ohledem na styl vedení a řízení, který by měli uplatňovat vůči svým podřízeným a lidem, se kterými pracují. Studie se provádí ve dvou stejně důležitých fázích. První stupeň bakalářské práce se týká literární rešerše, kde jsou zkoumány a kriticky hodnoceny publikace příslušných autorů a vědců a nejdůležitější poznatky jsou uvedeny v jednotlivých kapitolách věnovaných konceptu leadershipu. Klíčovou metodikou použitou v této části práce, která patří do oblasti kvantitativních technik, je technika dokumentového studia. Druhý stupeň bakalářské práce je téměř celý reprezentován kvantitativním přístupem, kde probíhá proces testování hypotéz. Bylo zjištěno, že ani pohlaví, ani věk nejsou významnými faktory, které utvářejí vnímání vedení a řízení, což je v rozporu s některými citovanými autory. Účinně, toto zjištění vede k formulaci doporučení, aby se manažeři zaměřili spíše na jednotlivé aspekty svých týmů a spolupracovníků, než aby používali sady předdefinovaných předpokladů o tom, jak by se jejich vedení mělo lišit v závislosti na pohlaví a věku, a další faktory v odvětví pohostinství.

Klíčová slova: Styly vedení, řízení pohostinství, vedení v armádě, vedení v medicíně, vedení ve vládě

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CAGR	A Compound Annual Growth Rate
UNTWO	United Nations World Tourism Organization
EQ	Emotional Intelligence
IQ	Intelligence Quotient

1 Introduction

Scholars and practitioners have extensively studied leadership dynamics in organizational contexts, aiming to comprehend the complex interaction between managerial styles, employee views, and demographic aspects. Within modern work environments, the manager's responsibility extends beyond mere functionality in influencing the organizational culture and enhancing operational effectiveness. Additionally, managers play a crucial role in cultivating employee contentment and involvement. This thesis aims to investigate the intricate connection between managerial autocracy, demographic characteristics, and employee satisfaction in the organizational context, acknowledging the significant impact of leadership on employee experiences. The present study undertakes a complete endeavour to investigate the complex dynamics of leadership perception, specifically exploring its potential intersections with demographic variables such as gender and age. The creation of hypotheses serves as a crucial component of this research. By examining the potential associations between individual perceptions of managerial autocracy and demographic features, this study aims to provide insights into the fundamental determinants that influence employee attitudes and preferences in the workplace context. In addition, the study seeks to examine potential disparities in employee preferences, satisfaction with management styles, and communication frequency based on gender and age through independent t-tests to evaluate the associations between attitude and perception-related variables and demographic characteristics.

This thesis aims to develop a thorough knowledge of the intricate dynamics of leadership by integrating many hypotheses. Each hypothesis is specifically meant to shed light on the complicated interactions between managerial autocracy, demographic variables, and employee satisfaction. This research aims to provide valuable insights into the existing knowledge of leadership practices and organizational dynamics by comprehensively analysing these interconnected variables. The goal is to offer actionable recommendations for fostering an inclusive and engaging work environment. This study aims to establish a solid basis for formulating leadership strategies that effectively enhance employee well-being, organizational effectiveness, and sustainable growth. It does so by exploring the intricate connections between leadership styles, employee perceptions, and demographic characteristics, thereby fostering a more profound comprehension of these dynamics.

2 Objectives and Methodology

2.1 Objectives

This bachelor thesis is concerned with the study of the subject of leadership in one specific industry, which is the hospitality industry largely represented by various hotels and similar business entities. The bachelor thesis seeks to formulate relevant recommendations for managers with regard to the leadership and management style that they should employ towards their subordinates and the people with whom they are working.

Apart from formulating relevant recommendations, the bachelor thesis is equally concerned with the identification of the main factors that define the attitude of workers within the hospitality industry towards their manager and the organization as a whole. This is achieved through the extensive use of the techniques of statistical inference represented by hypothesis testing.

2.2 Methodology

The study is carried out in two equally important stages. The first level of the bachelor thesis concerns the literature review where publications of relevant authors and scholars are scrutinized and critically assessed, and the most important findings are reported in individual chapters dedicated to the concept of leadership. The document study technique is the key methodology used in this part of the thesis, which belongs to the domain of quantitative techniques.

The second level of the bachelor thesis is almost entirely represented by the quantitative approach, where the process of hypothesis testing is carried out. The hypothesis testing process is based on a sample of 70 respondents working in the hospitality industry in Prague. The main type of data used in the analysis is primary data, which was collected thanks to the Google Forms platforms. When it comes to the hypothesis testing procedure, there are two core individual techniques – independent two-sample t-tests and Chi-square tests. The tests are carried out in the Jamovi application, which is a common piece of software used in similar kinds of analyses. The utilization of both approaches allows the researcher to proceed

to the formulation of relevant recommendations based on the findings of the empirical part of the work.

3 Literature Review

3.1 Leadership and Management

Leadership and management play crucial yet diverse roles within organizational contexts. In organizational contexts, management often ensures stability and continuity, whereas leadership is often associated with driving and facilitating change processes. Leadership, as a dynamic force, often operates as the catalyst for innovative breakthroughs and transformative shifts, whereas management, with its structured approach, tends to ensure operational efficiency and streamlined processes (Horth & Vehar, 2012). Leadership is pivotal in effecting change within an organization by emphasizing motivating individuals. Influential leaders mobilize teams toward a common goal by fostering a shared vision and inspiring commitment, fostering a culture of creativity and innovation. On the other hand, the management field emphasizes the monitoring of performance and the implementation of strategic plans, ensuring that the organizational objectives are met within the predefined parameters of efficiency and productivity (Poister, 2010).

In order to achieve success, organizations require individuals who possess both leadership and managerial qualities. While it is true that most managers are required to possess leadership qualities, it is only sometimes the case that all individuals with leadership abilities are required to assume managerial roles (Farr et al., 1997). This distinction highlights the nuanced interplay between the need for directive oversight and the necessity for visionary guidance, underscoring the multifaceted requirements of a successful organization. In a broader context, it is crucial to distinguish between these two definitions and discern the fundamental nature and conceptual framework of each individually. This differentiation allows for a comprehensive understanding of the intricate dynamics at play within the organizational structure, fostering a harmonious balance between the implementation of strategies and the cultivation of a collaborative and forward-thinking environment.

In the realm of business, it is imperative for individuals to concurrently fulfill the roles of an entrepreneur-leader, a manager-organizer, and a specialist-worker. Juggling these multifaceted responsibilities can lead to inherent challenges, as balancing strategic foresight

with operational efficiency necessitates a keen sense of adaptability. The intricate integration of these roles requires a nuanced approach that acknowledges the diverse demands placed on organizational leaders, often prompting intense debates on strategic priorities and resource allocation.

Leadership has two primary aspects. Firstly, it involves exerting influence on the actions and behaviors of individuals, therefore impacting the organization's overall performance. Secondly, it entails the establishment of "force fields" that operate as powerful magnets, attracting highly committed and talented individuals who are genuinely motivated rather than merely seeking employment opportunities (Hesbol, 2019). This dual function of leadership underscores its transformative power, highlighting its capacity to drive operational success and foster a culture of shared purpose and commitment. In contrast to management, coercion is not considered a component of leadership. The perception of leadership impact by subordinate organizations is contingent upon the level of respect they experience. It is important to note that formal authority derived from the leader's position only sometimes ensures effective leadership in all instances. Effective leadership is rooted in inspiring trust and confidence, cultivating a sense of shared purpose and mutual respect among team members (Rank & Contreras, 2021).

One of the primary challenges pertains to the preparedness of a specific company, its owners, and top-level managers to embrace a shift in methodology. The dynamic nature of the business landscape often demands a reevaluation of traditional management paradigms, requiring leaders to adapt and evolve their approach to meet the market's evolving needs. Frequently, contemporary managers are expected to undergo a substantial transformation in their professional roles - transitioning from being strategists and authoritative figures overseeing the implementation of strategies to assuming the role of leaders and mentors who provide broad guidance (Jamali, 2005).

It is essential to recognize one's objectives and develop the ability to comprehend and consider the objectives of others, therefore effectively assisting in their attainment. This heightened sense of empathy and understanding fosters a collaborative environment where diverse perspectives are valued and integrated, fostering a culture of inclusivity and mutual respect (Goleman, 2009). In this scenario, it becomes conceivable to establish a circumstance

wherein the objective of an individual, such as attaining ownership of a prosperous enterprise that can be bequeathed to their offspring, does not conflict with the objective of another individual, namely, to presently secure a high-earning position as a top-level manager in order to acquire an additional business for their children. This alignment of individual and organizational objectives underscores the importance of fostering a comprehensive understanding of the multifaceted goals and aspirations that drive the organization's collective success (Kathuria et al., 2007).

In certain instances, individuals in leadership and management positions understand a particular issue; nonetheless, they have challenges in formulating a solution and may need help communicating the situation at hand effectively. This predicament underscores the critical need for effective communication strategies within organizations, as it is often the key determinant of the successful implementation of strategies and initiatives (Toor & Ofori, 2008). Moreover, navigating complex organizational challenges requires a delicate balance between strategic vision and effective communication to ensure the alignment of goals and objectives across all levels of the organization. They likely possess an inclination to construct a comprehensive framework of operations and alter the overall corporate strategy. Constructing a comprehensive framework of operations necessitates a keen understanding of the intricacies of organizational dynamics, requiring leaders and managers to integrate diverse perspectives and align them with overarching strategic objectives. Furthermore, the dynamic nature of corporate strategy necessitates a continuous evaluation and adaptation of the organizational approach to meet the ever-evolving demands of the business landscape (Konlechner et al., 2018).

In fact, conducting a comprehensive analysis of the topic may prove very complex. This complexity often arises from the multifaceted nature of contemporary business challenges, which demand a holistic understanding of the internal operational intricacies, external market dynamics, and global trends. Comprehensive analysis is pivotal in developing informed strategic decisions to mitigate risks and capitalize on emerging opportunities within the competitive landscape (Mun, 2012). The complexity of engaging in such a discourse is comprehensible from a human perspective. This human perspective emphasizes the importance of cultivating empathy and emotional intelligence within organizational leaders, enabling them to connect with their teams on a deeper level and foster a culture of

trust and collaboration. It also highlights the significance of considering the psychological and emotional factors that underpin organizational behavior, thereby enabling leaders to develop more nuanced strategies that resonate with their teams' collective aspirations and values (Groves et al., 2008).

Integrating adept leadership and proficient management into a cohesive framework is a formidable challenge since these two elements function as mutually reinforcing entities. However, the symbiotic relationship between leadership and management underscores the necessity of fostering a collaborative organizational culture that values visionary guidance and efficient operational execution. This holistic approach to organizational management ensures a balanced emphasis on strategic innovation and operational excellence, fostering sustainable growth and long-term success (Charan et al., 2011).

In order to ensure organizational survival and success in contemporary circumstances, the presence of managers and leaders is vital. The contemporary business environment demands a strategic blend of visionary leadership and effective management as organizations navigate disruptive market forces and technological advancements. This imperative highlights the critical role of leadership in driving innovation and change, alongside the indispensable role of management in ensuring operational efficiency and resource optimization. The prevalence of a unilateral inclination towards management inhibits the cultivation of authentic leaders inside businesses. This pervasive trend underscores organizations' need to actively promote a culture of leadership development and mentorship actively, fostering an environment that encourages the emergence of innovative and visionary leaders who can steer organizations through turbulent market dynamics and global uncertainties. This emphasis on leadership development catalyzes organizational growth and resilience in the face of evolving challenges and competitive pressures (Sawaeen & Ali, 2020).

Author can employ a straightforward analogy to elucidate the distinction between leadership and management within a military context. In peacetime, the effective functioning of an army primarily relies on the proficient execution of administrative and managerial duties across all echelons of the military hierarchy. This administrative efficiency ensures operational readiness and logistical support, laying the groundwork for strategic initiatives

and tactical maneuvers during times of peace. However, during armed conflict, the military necessitates individuals who possess genuine leadership qualities across many echelons of command, emphasizing the importance of decisive leadership in executing strategic military operations and mobilizing troops toward a common objective (Medicine et al., 2020).

The utilization of administrative procedures to induce individuals to engage in combat willingly remains an unresolved challenge since it necessitates the presence of an individual capable of instilling inspiration and effectively guiding the soldiers. This dilemma underscores the critical role of leadership in fostering a sense of shared purpose and camaraderie among troops, underscoring the importance of effective communication and motivational strategies in cultivating a cohesive and resilient military force. The distinct tasks of management and leadership, including overseeing intricate organizations and effectively adapting to dynamic environments, also shape the specific actions associated with them. These multifaceted responsibilities necessitate a comprehensive understanding of the nuanced interplay between strategic foresight and operational agility, enabling leaders and managers to navigate complex business challenges and capitalize on emerging opportunities in the market (Dąbrowska et al., 2022).

3.2 Hospitality Industry

The historical origins of tourism may be traced back to ancient times, exhibiting a direct correlation with the progression of Western civilization. The relationship between geography, the primary motivations for travel, and the condition of tourism infrastructure has been influenced by critical historical periods in societal evolution. The evolution of firms within the hospitality industry, specifically hotels and catering establishments, mirrors the critical stages of development observed in tourism. During the colonial period, hotels in America were predominantly situated in port cities and constructed based on European architectural designs. However, American hoteliers hold more democratic perspectives regarding the social status of their visitors, enabling them to offer their services to individuals who possess the means to afford them, in contrast to their European counterparts (Walton, 2009).

The development of European culture is rooted in ancient foundations. For centuries, extensive regions encompassing the Mediterranean Sea, the Middle East, and European

territories stretching from the Atlantic Ocean to the Black Sea and Britain to Italy were characterized by a high degree of civilization. Antiquity also exhibited diverse manifestations of political and social order within human society (Dopsch, 2013). Democracy may be traced back to its origins in Ancient Greece. Rome exemplified a republican system followed by an imperial structure, including many populations, languages, faiths, and territories. Rome demonstrated the paramount significance of law in governing various aspects of human interactions globally. During ancient times, a notable endeavour was to establish a unified civilization encompassing both the Western and Eastern regions. This initiative aimed to address the fragmentation of societies and customs and the blending of diverse cultures (Morley, 2010).

Throughout many centuries, the ancient heritage has played a vital role in developing and sustaining global culture and scientific advancements. The establishment of numerous scientific disciplines can be traced back to ancient civilizations. Throughout American history, taverns have consistently served as focal points of social interaction and venues for political gatherings. Notably, Boston witnessed the establishment of one of the earliest taverns during the early 17th century (Vogt, 1994). One notable establishment was the Stadt Huys tavern, which commenced operations in 1642 inside the region now known as New York (formerly referred to as New Amsterdam) under the auspices of the Dutch East India Company. The earliest references to guest enterprises can be traced back to ancient documents, specifically the renowned code of laws established by Hammurabi, the king of Babylonia, around 1700 BC. The reference elucidates that the bars in that era possessed a questionable reputation. According to the Code of Hammurabi, bar proprietors were obligated to denounce those who engaged in discussions regarding matters of authority. The composition of the visitors exhibited a high degree of diversity and specificity (Booth, 2022).

Currently, the global tourism and hospitality sector operates within a highly competitive landscape, wherein each client is sought after, and businesses are compelled to adapt to external fluctuations in market conditions swiftly. Simultaneously, the hotel and tourism industry persistently demonstrate robust growth and advancement despite the volatile economic and political climate globally. The global proliferation of tourism is leading to a notable development in the provision of hotel services. The growth of the hotel industry serves as a catalyst for the advancement of various sectors and domains, including

international business, transportation, trade, information technology, construction, agriculture, beauty and health services, consumer goods manufacturing, environmental sustainability, innovation, and more. The number of direct and indirect employment opportunities in the hospitality sector is contingent upon accommodation establishments' star rating and classification. Specifically, for every ten visitors accommodated in a hotel, there are around three direct employment positions and two indirect employment positions associated with service provision, specifically for employees of travel businesses. The hotel industry is widely regarded as a highly appealing sector for entrepreneurial endeavors.

[According to the United Nations World Tourism Organization \(UNTWO\), the global outbreak of the COVID-19 pandemic has significantly influenced the number of international tourist visits.](#) The resurgence of the COVID pandemic can be attributed to various circumstances, including terrorist attacks, political instability, escalating hotel service fees, volatile exchange rates, and a general worry about the future. The expansion has not only increased the availability of spaces but has also generated employment opportunities on a global scale. Following a prolonged period of consistent yearly expansion, the influx of visitors experienced a substantial decline of up to 73% in 2020, followed by a further reduction of 71% in 2021 (Miraj Ahmed Bhuiyan, 2021).

These significant decreases can be attributed to the implementation of travel limitations as a direct consequence of the COVID-19 pandemic. The travel and tourism industry has experienced an overall growth rate of 5.8% in terms of its contribution to the gross domestic product (GDP), which has increased by 2.7%. The substantial increase in growth can be attributed, at least in part, to the recovery following the implementation of worldwide travel restrictions. The market is anticipated to sustain its growth trajectory but at a decelerated pace, owing to the prevailing global economic conditions. A Compound Annual Growth Rate (CAGR) of +5.8% is projected for the period spanning from 2022 to 2032 (*Travel - Worldwide | Statista Market Forecast, n.d.*).

The hotel industry is an appealing sector for entrepreneurs due to various factors:

- The capacity to operate efficiently throughout challenging economic circumstances;
- Comparatively modest initial capital requirement;

- The potential to optimize financial gains during periods of economic expansion;
- Increasingly high demand for tourism and hospitality offerings;
- The hotel industry has a notable degree of profitability and adaptability.
- The payback time is relatively short.
- Organizing diverse global events encompassing sports, music, science, and economics, including numerous competitive platforms.
- The initial expenditure required is relatively small (Wang et al., 2019).

Currently, the hotel industry market encompasses a diverse range of accommodation options that cater to customers' diverse needs and financial capacities. These options include hotels, international chains, motels, departmental hotels, boarding houses, sanatoriums, club rooms, boutique hotels, beach hotels, guest houses, mini-hotels, hostels, tourist camps, boats, flotels, bungalows, campsites, tourist centers, private houses, cottages, and numerous others (Arian et al., 2023). The hotel industry is experiencing significant growth and is regarded as a lucrative sector with substantial financial gains. The primary objective of hotel sector firms is to generate profit, which is directly influenced by the number and quality of services rendered. Every hotel firm endeavor to augment the sales volume of its services yet faces a formidable obstacle in the form of intense market competition(Chen et al., 2023).

The competitiveness of a hotel is influenced by a multitude of factors, including its geographical location, the range and dimensions of its rooms, its star rating, the presence of modern infrastructure and innovative technologies, the pricing of individual rooms, the quality of material and technical resources, the distinctiveness of its services, the qualifications of its staff, and the proximity of notable landmarks and historical sites. These factors play a crucial role in determining the competitive position of a hotel. However, it is essential to note that these elements are not the only ones that hold significance for tourists in the present context (Mandić & Petrić, 2021). In order to achieve genuine success in the hotel industry, the continual generation of novel and distinctive concepts is needed. The competition serves as a primary catalyst for producing novel and inventive ideas. In this particular scenario, the concept that holds for achieving business success is unequivocal: the relevance of an invention diminishes rapidly from its inception to the present day. In order to sustain the competitiveness of a hotel enterprise, it is imperative to establish a precise delineation of the substance and order of certain actions required to attain predetermined

objectives. This comprehensive perspective essentially governs the process of strategizing and projecting the operations of hotels (Bhuiyan et al., 2022).

The effective management and utilization of various resources within a hotel enterprise, including material, human, scientific, informational, organizational, temporary, intellectual, and others, enables the organization to forecast its future, formulate a comprehensive strategy and tactics for its production and economic activities, and ultimately achieve its intended objectives with greater efficiency. In intense rivalry, every firm endeavors to establish its presence in the economic sphere and capture its target audience. Enterprises employ competitive strategies encompassing more than maintaining market position and stable operations (Zeebaree et al., 2019). These strategies also involve pursuing future development and enhancing business performance. In order to effectively oversee the operational aspects of a hotel organization, it is imperative to consistently update and maintain it following established standards and technical specifications, thereby ensuring the consistent delivery of services of a predetermined quality. The objective of managing the development process of a hotel organization is to transform its current state into a predetermined level that aligns with or surpasses the current worldwide benchmarks in the hotel sector (Aladag et al., 2020).

The fundamental principle of marketing posits that any service or product introduced to the market must precisely align with the consumer's wants. An additional marketing principle posits that a singular market does not exist, as the market is invariably composed of distinct segments, each comprising buyers with distinct and particular requirements. This presents the challenge of customizing each service to a specific market segment. Naturally, this pertains to establishments that offer accommodations in the form of hotels. While the process of hotel specialization to cater to various parts of the tourism market remains incomplete, it can be contended that the period of all-encompassing hotels intended for every type of traveler is gradually fading. The number of hotels catering to distinct market niches is steadily increasing. Currently, there is a discernible shift in the priorities of different stakeholders within the hotel industry, ranging from major players to smaller hotels and hostels. These entities are increasingly focusing on the expansion and enhancement of their networks. Consequently, there is a growing presence of new participants in the hospitality market, leading to democratizing the business landscape (Palmatier & Crecelius, 2019).

3.3 Leadership Styles

The manager's primary responsibility is linked to the delegation of authority, which enables them to exert influence over the production team and, consequently, shape the overall functioning and outcomes of the business. A proficient leader adeptly articulates tasks, anticipates potential setbacks, devises resolutions tailored to each unique circumstance, and effectively leverages employees' internal motivations to foster independent action. Simultaneously, during the execution of official responsibilities, he exhibits a distinct managerial approach that encompasses subjective and objective elements. The objective components encompass various aspects, such as the delineation of the economic system's field of activity, the patterns observed in the management process, the socio-psychological qualities exhibited by individuals involved, and the hierarchical level within the management structure, among others (Ugoani, 2020).

The subjective component of a leader's style encompasses various factors, such as the leader's level of professional training, character traits, temperament features, moral ideals, communication abilities, and behavioral components. The features facilitate the integration of production functions and relationship-regulating functions within a team's operations under the guidance of a manager. Simultaneously, these factors impact the level of job satisfaction, the motivation of subordinates, and the dynamics of their relationship (Le et al., 2020).

The management style employed by a manager is not solely a personal concern, as it has implications for the whole functioning of the system. This is because it represents the application of economic and socio-psychological relationships in team management. Hence, how leaders conduct themselves can be identified as a social phenomenon. Furthermore, the leadership style is consistently scrutinized, evaluated, and interpreted by subordinates, establishing a distinct framework of interactions across all hierarchical levels (Lam et al., 2021). The evaluation of effective management encompasses various factors, including the team's performance in terms of productivity, quality, profit, and creativity. Additionally, psychological indications such as the contentment of organization members, employee motivation, the authority of the leader, and the presence of common goals within the team are also considered. There exist two commonly employed frameworks for categorizing

leadership styles. Based on the conventional taxonomy, a style may be categorized as autocratic (representing one end of the spectrum), democratic, liberal (representing the other end), or work-centred or person-centred (Alrowwad et al., 2020).

Authoritarian leadership is distinguished by utilizing lower-level requirements and interests as mechanisms of influence, significant consolidation of power within the manager's authority, a formal demeanour towards individuals, and heightened control over operations. This leadership style is distinguished by the concentration of power within a single leader, a focus on administrative tasks, and restricted interactions with subordinates. This type of manager tends to make judgments autonomously without allowing subordinates to exercise their own initiative. Their approach is characterized by a categorical demeanour, primarily focusing on issuing orders and demands.

Democratic leadership is predicated on the premise that individuals who possess a clear understanding of their objectives, actively engage in the establishment and execution of goals, are empowered to take the initiative, enjoy the manager's trust, and are unencumbered by excessive oversight, will experience significantly enhanced productivity in their work. The concept of responsibility is characterized by its spread nature rather than being cantered in a single entity. A manager employing a democratic leadership style endeavors to collaboratively address a wide range of issues, systematically communicate pertinent information to subordinates regarding the team's status, and appropriately address and respond to criticism. The collective engagement of the entire team is observed in the process of formulating management decisions.

The liberal leadership style is distinguished by the manager's limited involvement in the decision-making process about management matters. In this scenario, the decision-making process is conducted autonomously by the collective. A leader of this nature minimally intervenes in the team's operations, granting employees a high degree of autonomy. Liberals are often identified by their tendency to exhibit a lower level of proactivity and a more passive approach when making judgments in managerial contexts.

Research on the effectiveness of these leadership styles, carried out by K. Levin, showed that:

- authoritarian leadership usually seeks to accomplish the most significant amount of work. At the same time, motivation decreases;

- democratic leadership ensures a high and average volume of work, maintaining high motivation and product quality;
- liberal management produces the least work, low quality, and employee dissatisfaction (Sim B. Sitkin, 2023).

Not all studies confirm K. Lewin's conclusions that authoritarian leadership results in more work being done, but it gave impetus to the creative search for the optimal leadership style. It is essential to consider that each of these styles, in their "pure form," is exceedingly uncommon. A leader should endeavour to leverage the benefits associated with each leadership style, contingent upon the specific circumstances at hand. Rensis Likert, an American scientist, developed a comprehensive categorization of four distinct leadership styles employed in organizational management: exploitative-authoritarian, benevolent-authoritarian, consultative-democratic, and participatory (Muser & Janneck, 2023).

Figure 1, Small overview of main leadership styles



Source: (Muser & Janneck, 2023)

The **authoritarian (autocratic) leadership style** is characterised by a leader who exercises complete control and authority over decision-making processes, without seeking input or involvement from subordinates. Authoritarian leaders, alternatively referred to as autocratic leaders, are distinguished by their adoption of a directive leadership style and their exertion of control over subordinates. The decision-making procedures exhibit centralization, as the most critical decisions are vested in a single individual. An authoritarian leader possesses a distinct and well-defined vision of the overall organisational objectives, whereas other employees are primarily engaged in fulfilling specific duties on an as-needed basis (Pizzolitto et al., 2023). Authoritarian leaders exhibit a tendency to both commend and censure subordinates, while concurrently establishing a distinct boundary between themselves and the team. Despite the first perception that an authoritarian leader is universally detested, empirical evidence suggests that this assumption is often unfounded. Hostility is a rare occurrence among them. In contrast, it is often seen that they tend to exhibit amicable behaviour, and at times, they may even have a lack of emotional expression.

Advantages of authoritarian leadership style:

1. One advantage of authoritarian leadership is the ability to effectively meet project deadlines.
2. This approach proves to be advantageous in situations that require prompt and resolute measures.
3. The effectiveness of autocratic leadership is contingent upon the leader possessing superior expertise in comparison to the other members of the team.

Disadvantages of authoritarian leadership style:

1. One of the drawbacks associated with authoritarian leadership is its lack of support for fostering innovation.
2. The bad perception of such leaders among colleagues can be attributed to their tendency to restrict initiative and exert excessive control.
3. Authoritarian leaders have challenges in embracing alternative leadership styles and typically exhibit a reluctance to depart from their predetermined course of action (Kanwal et al., 2019).

The **collegial leadership style**, also known as the democratic leadership style, is characterised by a collaborative approach in which decision-making is shared among team members. Collegial or democratic leaders exhibit a disposition that embraces diverse

perspectives and fosters a culture of collaboration. While it is true that these leaders possess ultimate authority, they also distribute the responsibility for decision-making across all those involved. Collegial leaders actively engage in the collaborative efforts of the team. The individuals in question allocate their time and exert considerable effort towards fostering the professional development of their peers, as they possess a profound comprehension of the fact that doing so will contribute significantly towards the attainment of the final objective. If an individual possesses a sense of ease and confidence when operating inside a cooperative and collective setting, it is plausible that this leadership approach could be deemed suitable for them (Zulkifly et al., 2023).

Advantages of collegial or democratic style:

1. The advantages of peer leadership have been highlighted in Levine's research, which suggests that this leadership style is highly effective.
2. Peer leadership has been shown to enhance the overall quality of work.
3. The promotion of creativity is fostered and the sense of inclusivity among team members is enhanced.
4. The overarching concept is comprehended by all individuals and there is a collective interest in attaining the ultimate objective.

Disadvantages of collegial or democratic style:

1. One of the drawbacks associated with collegial leadership is that teams led by individuals with this style tend to exhibit lower levels of productivity compared to teams led by individuals with an authoritarian leadership style.
2. For collaboration to yield optimal results, it is imperative that all members of the team actively participate in the process.

The **liberal leadership style**, also known as the permissive leadership style, is characterised by a leader who grants a significant degree of autonomy and freedom to their subordinates. The third leadership style proposed by Lewin is characterised as liberal or permissive. Liberal leaders exhibit a tendency to infrequently provide directives to their team. Employees are granted full autonomy to exercise decision-making authority. Liberal leaders exhibit a tendency to disassociate themselves from the team and display a preference for abstaining from active involvement in the project control process. Comments from them are seldom heard. Upon the culmination of the project, it is plausible that employees may

perhaps have a lapse in their recollection pertaining to the visual representation of a leader of such calibre (Crimston et al., 2022).

Advantages of liberal leadership style:

1. One advantage of adopting a flexible leadership approach is its potential effectiveness when all members of a team possess high levels of expertise and qualifications.
2. This leadership style is likely to be attractive to individuals who place a high importance on autonomy and self-reliance.
3. The attainment of a shared goal by a team is contingent upon the alignment of said goal with the objectives of the team leader. Goal tracking software can be utilised to effectively monitor and assess progress.

Disadvantages of liberal leadership style:

1. Based on Lewin's study findings, teams characterized by permissive leadership exhibit lower productivity levels.
2. Under a liberal leadership framework, there tends to be a lack of clarity and distinction in the tasks and duties assigned to staff.
3. In this particular manner, members of a team may engage in a pattern of attributing fault to one another while simultaneously refusing to acknowledge personal accountability.

After familiarizing ourselves with Lewin's tripartite leadership styles, author may shift focus to the theory of emotional leadership. This methodology facilitates the utilization of emotional intelligence (EQ) in evaluating a given scenario and selecting the most suitable leadership approach. Emotional intelligence, also known as EQ, refers to the capacity to identify, manage, and comprehend emotions, encompassing one's own emotional state as well as that of others. Emotional intelligence is frequently perceived as a characteristic of one's personality, wherein it is commonly believed to be an inherent quality that individuals possess or lack. Like one's intelligence quotient (IQ), emotional intelligence can also be enhanced through gradual development (Auvola-Junttonen, 2020).

The leadership style known as **visionary leadership** can be likened to Lewin's authoritarian leadership style. Visionary leaders have a distinct and well-defined long-term vision and the ability to inspire and motivate individuals effectively. This kind of leadership

is most appropriate when a company is experiencing significant transformations or when there is a requirement for unambiguous guidance. Under such circumstances, individuals seek a reliable somebody to trust to accompany them into uncharted territory. The efficacy of this approach may be diminished in situations where team members possess expertise and hold divergent ideas and viewpoints compared to the leader. These experts are unlikely to unquestioningly adhere to a leader whose views do not align with them (Kandemir et al., 2019). The Advantages of visionary leadership style:

1. Individuals who are affiliated with the organization are provided with the essential motivation and gain a comprehensive understanding of their respective duties and obligations.
2. The leader is resilient in the face of transient challenges, as their attention is directed towards the overarching objective.
3. Visionary leaders can offer alternative solutions for addressing challenges related to external sources, such as political dynamics or the global context.

Disadvantages of visionary leadership style:

1. One of the drawbacks of visionary leadership is the absence of a short-term perspective among team members.
2. The potential for vision to be compromised arises when it becomes excessively intertwined with the leader's attributes.
3. Visionary leaders often tend to dismiss or disregard the ideas put forth by other team members.

Coaching is a process that involves the provision of guidance, support, and feedback to individuals or teams to enhance their performance. A leader-coach can discern the strengths and shortcomings of fellow team members and actively contributes to their personal and professional growth. Furthermore, adept leaders can effectively align their subordinates' competencies with the organizational objectives. The effectiveness of this leadership style is contingent upon the leader's creative abilities, willingness to engage in collaborative efforts, and ability to deliver concise and constructive criticism to colleagues. The coach must be aware of the appropriate moments to withdraw and allow the individual to have personal autonomy. If one has encountered an ineffective mentor, it becomes evident that mentoring may not be suitable for every individual. In instances where one encounters a bad experience

with a coach, it is plausible for such leadership to manifest as an embodiment of excessive and trivialized control (Hawkins, 2021). The coaching leadership advantages:

1. One notable benefit is the ability of a leader-coach to cultivate a stimulating environment whereby individuals are inclined to engage enthusiastically in project-related endeavours.
2. Well-defined expectations play a crucial role in fostering the growth and development of colleagues' talents.
3. This leadership style confers a competitive edge on organizations by fostering an environment conducive to cultivating skilled individuals who are willing to impart their knowledge and expertise to others.

Disadvantages of coaching leadership style:

1. One of the drawbacks of coaching leadership is the necessity for patience and a significant investment of time.
2. This style's efficacy is contingent upon others' willingness to embrace it.
3. Mentor leaders place significant emphasis on interpersonal relationships, a task that can prove challenging in the absence of cohesive team dynamics.

A **directive leadership style** is a managerial approach characterised by a leader who provides clear instructions specific guidance, and closely monitors the work of their subordinates. The directive leadership style bears a resemblance to the authoritarian or coercive approach. A leader employing this style establishes unambiguous goals and objectives for the team, with the expectation that employees will diligently execute them. Rules and procedures are implemented to establish the necessary framework. Directive leadership is commonly employed when employees need more abilities and expertise. In the given scenario, employees must have a well-defined framework that facilitates accomplishing their assigned tasks. This leadership style has proven to be efficacious in emergency scenarios where the absence of ample time for deliberation necessitates prompt decision-making. When employing this leadership style, it is advisable to complement it with other types (Saleem et al., 2020). Advantages of directive leadership style:

1. One advantage of the directive style is that it facilitates enhanced performance by providing individuals with clearly defined expectations.
2. The utility of rapid decision-making in times of crisis is significant.

3. The utilization of a directive leadership style has been found to yield positive outcomes in teams comprising individuals with limited skills or lacking experience.
4. Leaders who adopt a directive approach can promptly discern deficiencies in specific individuals.

Disadvantages of directive leadership style:

1. Limitations of the directive leadership style arise when the leader needs a superior experience compared to the team members, rendering this approach ineffective.
2. The absence of collaboration hinders the expression of creativity.
3. A potential consequence of low team morale is a considerable decrease in staff engagement and motivation.
4. The team's efficacy is heavily contingent upon the leadership, engendering a bottleneck.
5. A leader who adopts a directive approach has the potential to transition into an authoritarian leader.

The implementation of the principle of emotional leadership can be readily applied in various professional contexts. Firstly, it is imperative to ascertain the specific classification of the team with which one is collaborating. Next, evaluating and determining which leadership styles are most appropriate and effective in addressing the specific difficulties at hand is important. Subsequently, endeavour to adapt emotional leadership style to accommodate potential eventualities. Through deliberate and consistent application, this theoretical framework possesses the potential to revolutionize one's approach to the concept of leadership. Certainly, formulating hypotheses within the context of assessing the perception of managerial autocracy and its potential correlations with demographic variables such as gender and age reflects a comprehensive approach to understanding the multifaceted dynamics of leadership perception within organizational settings. By integrating these hypotheses into the broader research framework, it becomes possible to uncover nuanced insights into the complex interplay between managerial styles, demographic factors, and employee satisfaction.

4 Practical Part

4.1 Research Design

The bachelor thesis' practical part, as it was specified earlier in the chapter dedicated to the goals and objectives, concerns the hypothesis testing procedure that is carried out in several fundamental steps. Those steps are aligned in accordance with the relevant procedure specified by the authors specializing in sociology. The testing of the set of selected working hypotheses is expected to shed a brighter light on the current state of affairs within the hospitality segment in relation to the subject of leadership and management style.

On the other hand, it is downright crucial to specify that the analysis carried out by the researcher suffers from several obvious drawbacks and limitations. One of the biggest limitations of the bachelor thesis' empirical part is the fact that the analysis cannot be classified as a representative one due to the fact that for this kind of analysis, the sample has to be representative in relation to the population size. Quite evidently, engaging 70 participants is not likely to produce representative results for the whole hospitality segment that is surely represented by a couple of thousand workers employed in the industry.

Yet, despite this minor drawback, the study is still able to contribute to the current state of knowledge of leadership and above all, the illustrative nature of the study aligns fully with the level of the bachelor thesis work. The next chapter is dedicated to the sampling technique and engagement with participants.

4.2 Participants and Data

The thesis and the hypothesis testing procedure both employ work with primary data, i.e., data collected originally by the researcher. This was made possible largely thanks to the utilization of the Google Forms platform, where participants were offered an option to participate in the survey by answering a series of predefined questions related mainly to their work, personal details and feelings towards specified issues and situations. The full list of questions used in the analysis is presented below:

1) What is your gender?

- Male
- Female
- Prefer not to say

2) What is your age?

- 18-40
- More than 18

3) Is your current employment your first working experience?

- Yes
- No

4) How long have you been employed by your current employer?

- Less than a year
- 1-3 years
- More than 3 years

5) Do you find your manager autocratic?

- Yes
- No

6) How often do you communicate with your manager?

- On a scale from 1 (not often at all) to 5 (extremely often)

7) How satisfied are you with the management style of your supervisor/manager?

- On a scale from 1 (extremely dissatisfied) to 5 (extremely satisfied)

8) How autocratic would you like your manager to be?

- On a scale from 1 (not autocratic at all) to 5 (extremely autocratic)

9) How satisfied are you with your work?

- A scale from 1 (extremely dissatisfied) to 5 (extremely satisfied)

Furthermore, it is vital to specify the way through which the sample was selected, i.e., the sampling technique. The sampling technique used in the analysis is snowball sampling, which is not the perfect one in terms of its quality mainly due to the fact that it is a non-probability sampling technique. A total number of 70 participants older than 18 and working in the hospitality sector in any position were engaged with the database presented in Table 1.

Table 1, a part of the collected database

What is your gender?	What is your age?	Is your current employment your first working experience?	For how long have you been employed with your current employer?
Male	>40	No	1-3 years
Female	>40	No	1-3 years
Male	>40	No	1-3 years
Female	>40	Yes	Less than a year
Male	>40	No	More than 3 years
Female	>40	No	1-3 years
Male	>40	No	1-3 years
Female	>40	No	Less than a year
Male	>40	No	1-3 years
Female	>40	No	1-3 years
Female	>40	No	More than 3 years
Female	>40	No	More than 3 years
Female	>40	No	More than 3 years
Male	>40	No	More than 3 years
Male	>40	Yes	1-3 years
Male	18-40	Yes	1-3 years
Female	18-40	Yes	1-3 years
Female	18-40	No	1-3 years
Female	18-40	No	Less than a year
Male	18-40	No	1-3 years

Source: own research

The next chapter is dedicated to the overview of the main hypotheses and the reasons behind including them in the study.

4.3 Hypotheses

The list below presents the list of hypotheses formulated based on the series of questions included in the questionnaire distributed online. Alongside the presentation of the series of hypotheses, basic expectations of the results are also included for the majority of hypotheses:

- 1) **There is no relationship between the perception of one’s manager’s autocracy and gender.** This hypothesis is included in the thesis in order to identify if any of the genders are more prone to viewing their manager as an autocratic figure.
- 2) **There is no relationship between the perception of one’s manager’s autocracy and age.** This hypothesis follows the same logic as the previous one, where the gender variable is substituted by age in order to see if age can be a factor in making differences in that regard.

On the other hand, the second series of hypotheses concerns the intersection of numeric (attitude and perception-related) variables and categorical (gender, age, etc.). For those hypotheses, independent t-tests are implemented, the hypotheses are presented in the list below:

- 3) **There is no difference in the preference for having an autocratic manager between different genders.** This hypothesis is included in the study in order to see if gender can somehow influence one's willingness and desire to have an autocratic manager.
- 4) **There is no difference in the preference for having an autocratic manager between different age groups.** The hypothesis is included for the purpose of seeing if age, compared to the gender variable, can be a difference-making factor.
- 5) **There is no difference in the satisfaction with the management style of one's supervisor between different genders.** This hypothesis is included in order to shed a brighter light on whether any of the genders can be classified as a harder-to-satisfy one.
- 6) **There is no difference in the satisfaction with the management style of one's supervisor between different age groups.** This hypothesis follows the same logic as hypothesis number five but observes the age factor instead.
- 7) **There is no difference in the frequency of communication with one's manager between different genders.** The hypothesis sheds a brighter light on whether any gender communicates more frequently with his or her manager than the other one.
- 8) **There is no difference in the frequency of communication with one's manager between different age groups.** The hypothesis follows the same logic as the one introduced earlier but observes the age factor instead.
- 9) **There is no difference in the satisfaction with the management style of one's supervisor and finding one's manager autocratic.** This hypothesis is introduced in order to see if finding one's manager autocratic negatively influences one's satisfaction with the supervisor.

4.4 Testing Results

After specifying the list of hypotheses to be tested, as well as pointing out other essential parts of the research design of the bachelor thesis, it is essential to proceed to the presentation of the main results of the analysis, where the hypothesis testing process will be specified and demonstrated. First, it is essential to start with the series of hypotheses that employ the Chi-square testing technique. Such hypotheses involve two categorical variables and there were 2 such cases in total, which are represented by the first two hypotheses introduced. The results for those hypotheses are presented in Table 2.

Table 2, the outcome of Chi-square hypothesis testing

#	Hypothesis	Outcome
1	There is no relationship between the perception of one's manager's autocracy and gender.	Not rejected at P = 0.5.
2	There is no relationship between the perception of one's manager's autocracy and age	Not rejected at P = 0.59.

Source: own processing

Based on the outcome of the two tests applied first, it is possible to suggest that there is not enough evidence to indicate that either gender or age can influence one's perception of autocracy, which itself is an interesting finding. Regardless, it is wise to proceed to the outcomes of the second wave of hypothesis testing involving the utilization of independent two-sample t-tests. Table 3 presents the overview that follows the same logic as the one introduced slightly earlier in the narrative.

Table 3, the outcome of the t-test hypothesis testing

#	Hypothesis	Outcome
3	There is no difference in the preference for having an autocratic manager between different genders. There is no difference in the satisfaction with the.	Not rejected at P = 0.878
4	There is no difference in the preference for having an autocratic manager between different age groups	Not rejected at P = 0.483
5	There is no difference in satisfaction with the management style of one's supervisor between different genders	Not rejected at P = 0.215
6	There is no difference in satisfaction with the management style of one's supervisor between different age groups	Not rejected at P = 0.426
7	There is no difference in the frequency of communication with one's manager between different genders	Not rejected at P = 0.889
8	There is no difference in the frequency of communication with one's manager between different age groups	Not rejected at P = 0.088
9	There is no difference in satisfaction with the management style of one's supervisor and finding one's manager autocratic	Not rejected at P = 0.140

Source: own processing

Based on the results of the hypothesis testing, it is possible to draw a very important insight that the majority of predefined factors do not significantly contribute to one's perception or attitude towards autocracy and leadership. Those findings are still valuable since they can be interpreted to gain other relevant insights regarding the topic. Furthermore, such findings are also expected to provide a lot of contribution to the current state of knowledge, which will be discussed in more detail in the future chapter of the thesis resulting in the interpretation of the results, discussion (comparison of the researcher's findings with the findings of other scholars) and recommendations. The chapter follows on the next page.

5 Results and Discussion

In this chapter, the results of the study are summarized, where the main aim was to investigate the relationships between individuals' perceptions of their managers' autocracy, gender, age, and their preferences and satisfaction with management styles. The hypotheses tested in this research sought to understand whether gender and age played a significant role in shaping individuals' perspectives on leadership and their preferences for specific management styles. After conducting a thorough analysis of the data, it is possible to present the key findings and offer recommendations for practical implications in organizational settings.

The first two hypotheses focused on whether there was any relationship between the perception of one's manager's autocracy and gender and age. These hypotheses were not rejected, indicating that neither gender nor age had a significant influence on how individuals perceived their managers in terms of autocracy. This suggests that the perception of managerial autocracy is not significantly influenced by these demographic factors.

The next set of hypotheses aimed to determine whether there was a difference in individuals' preferences for having an autocratic manager based on gender and age. Both of these hypotheses were also not rejected, indicating that neither gender nor age significantly affected an individual's preference for an autocratic manager. This implies that people's desire for an autocratic manager is unrelated to their gender or age.

The following hypotheses examined whether there were differences in individuals' satisfaction with their supervisor's management style based on gender and age. In both cases, the null hypotheses were not rejected, indicating that neither gender nor age had a significant impact on an individual's satisfaction with their supervisor's management style. Therefore, it can be inferred that people's contentment with their supervisor's management style is not influenced by their gender or age.

Two additional hypotheses explored whether there were differences in the frequency of communication with one's manager based on gender and age. Both hypotheses were not rejected, suggesting that neither gender nor age significantly influenced the frequency of

communication with one's manager. This implies that gender and age do not play a substantial role in determining the level of communication between employees and their managers.

The final hypothesis assessed whether finding one's manager autocratic negatively influenced an individual's satisfaction with their supervisor. This hypothesis was also not rejected, indicating that perceiving one's manager as autocratic did not have a significant negative impact on satisfaction with the supervisor. This finding suggests that employees' perceptions of managerial autocracy do not necessarily lead to lower satisfaction with their supervisors.

The results of this study provide valuable insights into the relationships between demographic factors, perceptions of autocracy, preferences for management styles, satisfaction with supervisors, and the frequency of communication with managers. It is important to note that the non-rejection of the null hypotheses concerning gender and age suggests that these demographic factors do not significantly determine these aspects of the workplace environment. This has several implications for both academia and practice. The results of the study do not coincide with CIT and CIT who suggested that both gender and age are significant factors affecting one's perception of the leadership and management style.

- 1) Focus on Individual Fit:** The primary recommendation that emerges from this research is that organizations should prioritize selecting management styles that are the most suitable for their teams and their unique contexts. Instead of adhering to rigid leadership styles or making decisions based on employees' gender or age, it is crucial to take into account the specific needs and preferences of the team and the tasks at hand. This approach allows for greater flexibility and adaptability in leadership, ensuring that the management style is best aligned with the goals and culture of the organization.

- 2) Training and Development:** Organizations should invest in leadership training and development programs that equip managers with a diverse set of leadership skills. This approach ensures that managers can adjust their leadership styles as needed to address the specific needs of their teams. Such programs should focus on

enhancing emotional intelligence, communication skills, and adaptability, enabling managers to create a positive work environment.

3) Employee Feedback: Encouraging open lines of communication between employees and managers is vital. Organizations should implement regular feedback mechanisms to gauge employee satisfaction and gather insights on management styles. Employee feedback should be a core component of the decision-making process when it comes to leadership approaches.

4) Diversity and Inclusion: Although this study did not find significant relationships between gender and age with regard to leadership preferences, organizations should continue their efforts to promote diversity and inclusion. This ensures that all employees have equal opportunities for advancement and are not subjected to any biases based on gender or age.

While this study provides significant insights, there are opportunities for further research in this domain. Future research can explore the impact of other demographic factors, such as cultural background or educational level, on leadership preferences and perceptions. Additionally, longitudinal studies can help identify any changes in these relationships over time. Furthermore, examining the influence of leadership styles on specific outcomes, such as team performance and employee engagement, can provide a more comprehensive understanding of the subject.

6 Conclusion

The goal of the bachelor thesis was to analyze the key relationship between the set of selected demographic factors and the attitude towards the management style adopted by one's supervisor or manager in the hospitality industry. For the purpose of achieving the objectives set in the preamble of the thesis, quantitative and qualitative techniques were implemented.

After collecting primary data and analyzing it mainly through the extensive implementation of statistical inference, it was found that neither gender nor age are significant factors shaping one's perception of leadership and management, which contradicts some of the cited authors. Effectively, this finding leads to the formulation of the recommendation that managers should focus on individual aspects of their teams and co-workers rather than using sets of predefined assumptions on how their leadership should vary based on gender age, and other factors within the hospitality industry.

In the end, it is also recommended to expand the analysis by ensuring a more representative sample for the hypothesis testing that can potentially lead to yielding slightly different results than the one made by the researcher. Furthermore, it is recommended to perform similar kinds of studies for other industries later on in order to aggregate findings and see if there are any fundamental differences between different industries and domains.

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