

Re-Conceptualising Hospitality Management: Analysing Changing Views On Leadership Approaches

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Abstract:

Transformational and transactional leadership are distinct but not mutually exclusive processes. In an effort to clarify some of the consequences of these leadership styles, and their impact on the hospitality industry, the aim of the proposed study can best be summarised in three key objectives:

- 1. To compare the relationships between transformational and transactional leadership behaviour in the hotel industry;*
- 2. To develop a better understanding of the unique factors in other organisational cultures that can be used by others to improve their own.*
- 3. To show the importance of organisational culture and to link this to the theory of transformational and transactional leadership;*

This is the first stage in the research and reviews all relevant secondary information, providing a critical insight into the important issues and themes of the topic. After the previous stage, this section provides the study, rationale and methods chosen, which questionnaires were used and the results obtained from primary resources. In order to establish four and five star hotels, the UK's major organisation, the Automobile Association (AA) Hotel Guide 2006 was used. The AA star rating is a classification used to make a quality assessment to assist guests in their choice of hotels. The survey revealed that transformational leadership is practised by a large number of hotels which consider it to be an effective way of managing staff. There is considerable evidence in the literature to support the notion that leadership is an important causal factor of hotel organisation performance. In this research findings are limited to the London Hotels in question. This review provides it is important that transformational leadership needs to be practised for problem solving and organisational achievement. Therefore, good managers need to build up the necessary skills to enable them to change corporate leadership culture for organisational success, thereby increasing people's organisational commitment.

Keywords: Leadership, Leadership and Manager, Leadership Approaches, Transformational and Transactional Leadership

1. Introduction

There has been considerable debate in both the hospitality industry and the wider community regarding the repertoire of diverse skills, characteristics and personal attributes needed by a successful manager. Karpin (1995) and West (1998) have attempted to identify and operationalise this repertoire. However, to do this in a reliable and objective manner has proven to be problematic with findings urging managers to "develop high levels" or this or that skill, or have these characteristics and attributes. To this end, Karpin (1995) settled to operationalise manager's skills at the competency level (e.g. be able to use a computer) rather than at the "higher order" skill level (e.g. be able to critically and strategically apply computer technology). It is widely acknowledged that developing and the cost of recruiting, developing and retaining management staff is becoming increasingly expensive. At the same time, flatter organisational structures mean that the transition from line staff to management positions is not as smooth and well supported as it once was. Additionally, the traditional management selection activities, such as performance evaluation of the line staff and ubiquitous promotional interview have proven to be less than reliable in predicting performance of future managers (Goffee and Jones, 2006).

A recent study in the United Kingdom reveals that as as 80% of current managers lack basic leadership skills. The research highlights shortages in "strategic thinking, communication, leading teams, motivating people and developing and promoting ethical standards" (Wigham, 2002; 8), all of which are required skills of effective leaders. The primary difference between management and leadership is that the first is a job responsibility, the second a personal trait. A leader is one who can effectively bring opposing views into submission to his own, while still recognising and honouring differences of opinion. Therefore, those responsible for making hospitality management

appointments require a more rigorous and scientific understanding of what skills are needed to be a successful manager. Similarly, they need an accurate and reliable method by which they can identify and quantify these skills in management candidates and thus make reasonable predictions about the candidates' likely success as managers (Dent, 2006).

As organisations face increasing challenges in a highly competitive environment, academic researchers and practitioners have focused more on the importance of leadership style, behaviour and characteristics. Since the 1980's, both transformational and transactional leadership has been studied and recently become part of "the new leadership" paradigm. (Bryman, 1992). According to Bass (1985), Transformational and transactional leadership are distinct but not mutually exclusive processes. In an effort to clarify some of the consequences of these leadership styles, and their impact on the hospitality industry, according to the aim of the proposed study can best be summarised in three key questions:

- 1- What are the most important features linking organisational culture to changes in leadership style?
- 2- What sort of leadership style do hotel department managers see as being the best for their respective organisations?
- 3- How do five and four star London Hotels see their respective organisational cultures and do these reflect either transformational or transactional leadership aspects?

2. Background of the Hospitality Industry

As business of all types continues to become increasingly competitive, it is crucial for leaders to emerge in the Hospitality industry, both for facilitating the meeting of guest' needs and for establishing reputations as dependable service providers. The industry needs corporate leaders as well as effective hotel managers-the first guides growth and corporate culture whilst the second ensures

corporate goals are met through performance of the hotelier's primary duties of customer services. Each depends on leadership in innovation, meeting customer expectation, providing employees with the tools they need to best serve their customers and maintaining full and open communication in all directions. However, the Hospitality industry has a number of characteristics, which impact on the skills required of a successful manager and leader.

a) It is a service industry, wherein usually production and delivery take place within the same location and timeframe, thus creating periods of intense pressure on staff and management.

b) It is one of the few industries, which describes its customers as "guests", thus adding an unusual dimension to the customer service-provider relationship.

c) It is a 24 hour, seven days a week business, which can place considerable strain on personal relationship of employees.

d) It is an international industry, wherein ethnic, cultural and religious diversity of both staff and guests is commonplace. This places demands on the inter-personal and communication skills of staff and management.

e) It is an industry characterised by high fixed capital costs and highly volatile variable operating costs, thus demanding high levels of diligence and prudent management of capital, operational and human resources.

f) It is an industry, which is largely driven by discretionary expenditure and is thus subject to considerable fluctuations in demand.

All these characteristics combine to make the Hospitality industry a particularly dynamic and competitive one, in which successful managers need a repertoire of skills, which include: Front line operational (e.g. service and administrative functions), interpersonal, communications, marketing, fi-

nance, strategic planning and human resource management skills, as well as individual and personal attributes.

3. Relevant Characteristics of the Hospitality Industry

Managers in the service sector face most of the same challenges as managers in other sectors. Any organisation must have a vision, a mission, and goals. In the service sector, the overriding goal is to provide exceptional service so as to create customer loyalty. Researchers have determined the best practices in the lodging industry. One aspect of management, which they found consistent among the best hotel managers, was that they give a great deal of authority to their employees to meet the needs and desires of guests. As for the rest of their findings, they categorised excellence in service into four specific areas: (Enz and Sigauw, 2000)

a) Creating a service culture.

b) Building an empowered service delivery system.

c) Facilitating a "customer listening" orientation.

d) Developing responsive service guarantees.

Tracey and Hinkin (1998) commented that most managers in the Hospitality industry have been trained in classical management styles, wherein specific functions of the manager were emphasised, such as organising, planning and controlling.

4. Managerial and Leadership Attitudes towards Work Activities In The Hospitality and Service Industries

4.1. Hospitality Management

The study of hospitality management has followed a similar pattern to that of the broader literature on management and leadership. However, it started much later and is not as sophisticated or comprehensive as the general literature on management and leadership.

Nailon (1968) studied the managerial activities conducted in hotel divisions. In 1978, Ley used the participant observation approach to replicate Minzberg's work (1973) in his study of hotel general managers (Ley, 1978; 1980). During the 1980's, the hospitality literature covered a broad spectrum of topics dealing with the role, function and activities of various hospitality management positions including The Financial Controller (Geller and Schmidgall, 1984), Foodservice Managers (McKenna and Larmour, 1984; McFillen, Riegel et al. 1986) and Human Resource Managers (Pickworth, 1981). At same time, and continuing to the present day, the personal profile has remained a key method of conveying the rich, complex characteristics of the hospitality manager, albeit in a conversational style (Nebel, 1991; Cichy and Schmidgall, 1997; Petrick, 1998).

Emerging from this work has been a body of inquiry into the fundamental nature and characteristics of the hospitality manager and how these contribute to success. The hospitality manager has to be hard working, diligent and energetic with a strong bias for action (or completion) (Nebel, 1991; Faiola, 1994; Kim, 1994; Ladkin and Laws, 2000). He/She also needs a repertoire of fundamental skills and attributes such as listening skills, empathy and sensitivity and psychological disposition (Brownl, 1994; Ghei and Nebel, 1994; Riley and Ladkin, 1994; Peacock, 1995). The initial work of Berger, Riegel and Keegan in identifying the psychological profile of hospitality managers in the 1980's gained momentum during the mid to late 1990's and has sharpened its focus on the broader setting of the organisation in such areas as market dynamic, multicultural community, and the impact of technology (Ladkin, 1999; Olsen, 1999; Breiter and Hoart, 2000; Cheung and Law, 2000). Umbreit (1992) undertook research in the hospitality field and argued that in order to provide high quality service and maintain a competitive advantage, the hospitality industry needed to place a greater emphasis on the understanding and development of leadership.

4.2. Leadership in Hospitality

Research into Leadership in Hospitality has tended to be exploratory and descriptive of the relationships between leadership style and selected socio-demographic characteristics (Greger and Peterson, 2000), ethical work climate or gender differences (Stallings, 1998).

Whilst some have sought to establish a relationship between leadership style and performance, this has been done at the organisational unit level based upon a peer assessment method or focused on more general measures of influencing employee behaviour. To date, only a few articles using the "Transformational- Transactional" approach to leadership in hospitality research have been published (Tracey and Tews, 1995; Cichy and Schmidgall, 1997; Tracey and Hinkin, 1999). In particular, the Tracey and Hinkin study identified a positive relationship between staff satisfaction with their managers and the managers' usage of the key "Transformational- Transactional" behaviours. They identified a significant positive relationship between staff satisfaction and transformational behaviours and conversely, low levels of staff satisfaction with those managers who predominantly engaged in transactional behaviours. However, recent attempts have been made to develop an understanding of transformational leadership, which is distinct from the more classical or transactional leadership style. Transactional leadership is based on bureaucratic authority and legitimacy within the organisation. A transactional leader tends to focus on task completion and employee compliance, relying heavily on organisational rewards and punishments to influence employee performance. In addition, transactional leaders tend to emphasise the daily operational needs of the organisation (Guiliani, 2002).

Transformational leadership is based on several components; the followers' perceptions of similarity with, and attraction to the leader; the degree to which the leader addresses the concerns of the followers; and the

extent to which the leader provides the followers with interesting and challenging tasks. A clear vision inspires followers by enhancing the meaningfulness of their work and making them feel important to their organisation. It helps people determine what is right and wrong, and relevant and irrelevant to the organisation. It enhances the efficiency and effectiveness of decision-making whilst increasing employee discretion and responsibility (Bennis and Nanus, 1985).

Transformational leadership frequently occurs during organisational crises or major changes. At that time, the leader convinces followers that the old ways of doing things are no longer effective and a new direction is developed by redefining the mission. (Roberts, 1984). There is evidence to suggest subordinates of transformational leaders experience higher performance, greater satisfaction and less role conflict than subordinates of managers with a traditional management style (Howell and Frost, 1989). In summary, transformational leadership requires that a leader's vision, values and behaviour are constant and focused on the future. The leader's values must be congruent with those of the followers and the leader must be able to convince followers that he or she knows where the organisation is going and engender their commitment to get them there (Hinkin and Tracey, 1994).

5. Transactional or Transformational Leadership: An Analysis of Which May be Appropriate For The Hospitality Industry

5.1. Transformational Leaders in the Hospitality Industries

The shrinking labour force, tightening economic conditions and other environmental influences have created demands on managers that did not exist a decade ago. Given that the role of cost cutting in turning things around is now limited, and considering the labour intensive nature of the hospitality industry, most improvements in performance and service quality will result in the better

use of human resources. Transformational leadership is a way to advance the efficient use of human resources. As transformational leaders, hospitality managers must develop a strong sense of vision to clarify and communicate organisational objectives and create a working environment that fosters motivation, commitment and continuous improvement. Those conditions may require extraordinary leaders, who can transform their organisations to meet current and future challenges (Tichy and M.A. Devanna, 1986).

Recent attempts have been made to develop an understanding of transformational leadership, as distinct from the more classical or transactional leadership style. Transactional leadership is based on bureaucratic authority and legitimacy within the organisation. A transactional leader tends to focus on task completion and employee compliance, relying heavily on organisational rewards and punishments to influence employee performance. In addition, transactional leaders tend to emphasise the daily operational needs of the organisation. By one definition, transformational leadership refers to "the process of influencing major changes in the attitudes and assumptions of organisation members and building commitment for the organisation's mission or objectives" (Yukl, 1989). This definition emphasises the importance of a leader's characteristics, such as his/her ability to define and articulate a vision for the organisation, and stresses the importance of the follower's acceptance of the credibility of the leader (Dent, 2006).

Transformational leaders are concerned with a broad, holistic perspective of the current and future successes of the organisation. Transformational leadership is based on several components: the followers' perceptions of similarity with, and attraction to, the leader; the degree to which the leader addresses the concerns of the followers; and the extent to which the leader provides the followers with interesting and challenging tasks. Transformational leadership requires

that a leader's vision, values and behaviour be consistent and focused on the future. The leader's values must agree with those of the followers and he/she must be able to convince them that he/she knows where the organisation is going and to engender the commitment of the followers in getting them there (Tracey, J. Bruce; Hinkin, R. Timothy; 1994; Levicki, 2002).

5.2. Relations between Transformational and Transactional Leadership

As Hater and Bass (1988) point out, contrasting transactional and transformational leadership does not imply that the models are unrealed. Burns (1978) thought of the two types of leadership as being at opposite ends continuum. However, Bass (1985) views them as separate dimensions, meaning a leader can be both transactional and transformational (Bryman, 1992).

Transformational Leadership is composed of four separate dimensions; (Yukl, 1999).

Idealised Influence (Attributes/Behaviours), wherein the leader acts as a role model for his/her subordinates.

Inspirational Motivation, wherein the leader behaves in a manner that motivates and inspires his/her subordinates.

Intellectual Stimulation, wherein the leader stimulates the creativity and mental energies of his/her subordinates.

Individualised Consideration, wherein the leader demonstrates a genuine and significant interest in the personal and Professional well being of his/her subordinates. Through the use of these four factors, transformational leaders empower and elevate their followers. Also, transactional leadership is viewed as being composed of three separate dimensions;

Contingent Rewards, in which leaders engage in constructive path-goal transaction of reward for performance. They clarify expectations, Exchange promises and resources, arrange mutually satisfactory agreements, negotiate for resources, Exchange assistance

for effort, and provide commendations for successful follower performance.

Management-by-Exception, Active, leaders monitor followers' performance and take corrective action if deviations from standards occur. They enforce rules to avoid mistakes.

Passive, leaders fail to intervene until problems become serious. They wait to take action until mistakes are brought their attention.

Laissez-Faire Leadership, whereby leaders avoid accepting their responsibilities, are absent when needed, fail to follow up requests for assistance, and resist expressing their views on important issues. It is a non-leadership component.

Although transactional leadership focuses on the exchange between leaders and followers, it is the leader who has the power and who controls the terms of the relationship. Transformational leadership can be viewed as a special case of transactional leadership, in as much as both approaches are linked to the achievement of some goal or objective. The models differ in the process by which the leader motivates subordinates and on the type of goals set (Hater and Bass, 1998).

Nevertheless, it is important to examine whether transformational leadership or transactional leadership can be effective in the hospitality industry, given its labour intensive nature and the turbulent conditions it now faces.

5.3. Corporate Culture Leadership in the Hospitality Industry

Underlying the structure of the organisation is the organisational culture. Organisational members develop a set of mutually acceptable ideas and beliefs about what is important to the organisation and how to respond, based on the organisation's culture. Its culture represents a shared pattern among members of learned behaviour, which is transmitted from one generation or the next. It includes the values that are shared by the members, the heroes who exemplify the organisation's values, the rituals that provide

for the bonding of members and cultural learning, and the stories that transmit the culture's values and ideas over time. Often the genesis of an organisation culture is its founders' beliefs, expectations and values (Hofstedel, 1991).

Harrison and Handy have argued that organizations fall into four types according to their culture; (a) Power Culture, in which orders emanate from the organizational centre and are unquestioningly observed. Political organizations and much small business have this type of culture (b) Role Culture, dominated by rules and regulations, as in classic bureaucracy. This is common in the civil service and in large bureaucratic organizations. (c) Task Culture, in which getting a specific job done by a strict deadline is all important. This can be found in publishing and consultancy organizations where dead lines have to be met and in general, in organizations where Project work is common. (d) People or Support Culture, in which the development of human potential and well being is paramount, this may be found in some voluntary organizations, partnerships, religious or academic organizations (Handy, 1976; Szabo, Reber, Weibler, Brodbeck and Wunderer, 2001).

Schein's (1985: pp 3–16) defines Organisation culture as the pattern of basic assumption that a given group has invented, discovered or developed in learning to cope with problems of external adaptation and internal integration. This has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems. Schein's definition embodies Atkinson's in (Huliselan, 1999) explanation, of organisational culture as reflecting the underlying assumptions about the way work is performed. what is acceptable, what behaviour and actions are encouraged and what Mc. Lean and Marshall (1993: pp 37–41) define as the collection of traditions, values, policies, beliefs and attitudes that constitute pervasive context for everything do and think in an organisation.

Organisatin culture also provides a valuable metaphor, which makes it possible to capture the deeper characteristics and underlying qualities of employees as a whole. As such, it can be used as a tool to help management in establishing objectives and what it wants to accomplish from the training and development program, recruitment systems socialisation procedures, which may include shared value programmers, performance management and like, Huliselan, (1999).

As business of all types continues to become increasingly competitive, it is crucial for leaders to emerge in the hospitality industry, both for facilitating the meeting of guests needs and for establishing reputations as dependable service providers. The industry needs corporate leaders as well as effective hotel managers- the first guide growth and corporate culture whilst the second ensure corporate goals are met through performance of the hotelier's primary duties of customer service (Testa, 2001).

Each depends on leadership in innovation, meeting customer expectations, providing employees with the tools they need to best serve their customers and maintaining full and open communication in all directions. Deming (1986) repeatedly exhorts managers to eliminate slogans, quotas, inspection and other repetitive forms of employee control, challenging them to institute leadership instead. The term "leadership" includes ceding some of the responsibilities and privileges traditionally belonging to management to employees instead; those who know best the details and nuances of their jobs. Leadership involves bi-directional communication among employees, between departments and between workers and management in both directions. It requires managers to work more as facilitators for those reporting to them, providing direction and the tools needed to accomplish assigned tasks with minimal interference from the manager. There is no room for the autocrat more interested in issuing edicts. That individual might be "boss" but he is no leader (Dent, 2006).

5.4. Employees' Perception of Management in Hospitality Corporate Culture

Hospitality management has changed over the years; it has become more complex and the industry has become more competitive. Managers need new methods to achieve organisational goals and they also need to look for different ways to improve employee performance. They must be able to inspire employees to work towards the organisation's goals (Testa, 2001).

Employees' perceptions are the foundation of the organisational climate. Corporate climate has repeatedly been shown to be directly related to employee performance. Testa found that managers consistently rate their leadership effectiveness much higher than employees did. Managers can use any number of techniques that will lessen the disparity. For example, they can hold focus groups to discuss specific issues that will lead to improving management of the property. They can also pay more attention to interpersonal relationships with employees. Also, Testa argues that it is essential for employees to perceive their managers as being effective, meaning that managers need to be aware of their employees' attitudes and perceptions (Testa, 2001).

6. Methodology

In order to further analyse the topic, the aim and objectives of the research were explored and investigated through both primary and secondary data collection. Particularly, this section is a rationale for the research methods and sample chosen to provide the primary data. It identifies the type of method used. Then, the explanation as to why and how the questionnaires were used is given. Next, it justifies the sample size chosen for each survey. Finally, it identifies the results of the research, its validity and that reflects on what would be done differently should the process be repeated. Focusing on primary research, which involves the collection of original data using an accepted research methodology (Clark, Riley, Wilkie and Wood, 1998: 8). In order to investigate fur-

ther information, primary data collection was obtained by questionnaires, which were used to assist in the choice of method for research. In short, the main objective of this research is to investigate how London Hotels (Located inside the M25 Motorway) deal with leadership issues. After implementing the primary data collection, the study focused on the analysis of the data in the next section. This is presented in Bar charts. Finally, the primary data collection was evaluated as a basis for providing the conclusion for the dissertation.

The Literature Review was designed to determine what has been published on the subject area of the research questions. In order to obtain a clear understanding of the research topic and the concept, secondary research was undertaken. The Access and collection of primary research was conducted through postal questionnaires, sent out to a range of Front Office, housekeeping and Food and Beverage managers of five and four star hotels. These departments were selected as their managers have an opportunity to meet and they supervise their employees. Moreover, questionnaires were also sent out to General Managers of chosen hotels to find how they perceive leadership. Then, questionnaires were devised on findings concerning whether London Hotels use transformational or transactional leadership.

With postal questionnaires, several advantages were considered. Firstly, Oppenheim (2000) had in it suggested the geographic coverage was important so that the more questionnaires were distributed, the higher probability of getting a better response rate. Secondly, their use enables to cover a large number of people or organisations and can be used as a method in its own right. However, this also has disadvantages. In the previous stage, Oppenheim (2000) argued it was important to cover a large geographical area. This is because questionnaires have a low response rate. There can be a problem with non-returns, incomplete returns and delayed returns. Reminding letters the reci-

ipients can solve these problems. Despite, the above, it was felt postal questionnaires were the most suitable form of primary data collection for this research.

Firstly, 45 hotels were selected from a population of 90 hotels (see in London The Hotel Guid 2006). Random sampling was the most effective way to obtain information. From Five star and Four Star hotels, 23 & 22 respectively, were chosen by this method in order to ensure the sample was representative. The specific hotels are marked by a tick on the relevant appendices. In total 135 department managers were selected for Organisational Description Questionnaires (ODQ) from a set of chosen hotels. Also 45 hotels' General Managers were selected within the same parameter for Multi-factor Leadership Questionnaire (5x-Short) (MLQ). This was designed by Bass and Avolio (1995). The multifactor Leadership (MLQ) measures a broad range of leadership types from passive leaders, to leaders who give contingent rewards to leaders who transform their followers into becoming leaders themselves. Bass and Avolio (1992) also designed (ODQ). The purpose of this is to help managers clarify the link between leadership style and the characteristics and quality of their organisational culture.

The proposed research uses ranges of survey techniques to measure a variety of leadership skills, characteristics and personal attributes. The concurrent use of multiple measures to improve prediction is well documented, particularly with regard to leadership research. Berson used multiple measurements methods to provide "for a more complete assessment of complex leadership constructs, such as charisma, and a more accurate verification of relationship between leadership constructs and outcomes" (Berson, 1999).

6.1. Analysis And Discussion Of Findings

This section analyses the findings of the questionnaires. Clark et al state these techniques are as follows: "Qualitative techniques rely on the skill of the researcher as an interviewer or observer in gathering data whe-

reas quantitative methods place reliance upon the research instruments employed to gather data and analyse it, for example, questionnaires and experiments". (Clark et al, 1998; 40). Then, it discusses and evaluates them by comparing and contrasting them with the results of secondary research in relation to the aims and objective of the study.

6.2. Findings From The Organisational Description Questionnaires (ODQ)

The ODQ produces two overall scores- The Transactional Culture Score (TA) and the Transformational Culture score (TF). The maximum and minimum scores respectively are 14 and -14. To achieve a maximum TA score, all the respondents would have to answer "false" to all the odd-numbered questions. Conversely, to produce a maximum TF score, they would have had to answer "True" to all the even numbered questions. The effect of each "?" is to score zero and this implicitly affects the scoring. Thus, a value for either TA or TF would indicate a balance of "True" and "False" answers (see Appendix A)

As mentioned in section methodology, the ODQ questionnaires were designed to provide qualitative results and allocate respondents to a particular group. A data summary sheet for ODQ is shown in Table 2 and a summary of the Hotel response rates for Food & Beverage, Front Office and House-keeping departments is shown in Table 1. This is followed by a full analysis of the researcher's findings. The results of the primary research are presented and analysed and illustrated bar charts.

The overall purpose of the ODQ questionnaire was to survey the views of managers in London hotels on leadership style as applied to their work force. In order to identify the leadership style, 28 ODQ questions were asked of the managers of the three aforementioned departments. The questionnaires were sent 25th June with a deadline of approximately 20 days for their return. In total, 135 were sent out with the responses as below.

Table 1
Summary of responses to Questuannaire (Four and Five Star Hotels)

Department	Food & Beverage		Front Office		Housekeeping		Total	
	No.	%	No.	%	No.	%	No.	%
Sent Out	45	33,3	45	33,3	45	33,3	135	100,0
Responses								
Anonymous**	7	5,2	8	5,9	8	5,9	23	17,0
3 returned	3	2,2	3	2,2	3	2,2	9	6,7
2 returned**	9	6,7	10	7,4	9	6,7	28	20,7
1 returned**	8	5,9	8	5,9	8	5,9	24	17,8
Sub-total	27	20,0	29	21,5	28	20,7	84	62,2
Non-response**	17	12,6	17	12,6	17	12,6	51	37,6
Total	45	33,3	45	33,3	45	33,3	135	100,0

*equally distributed

Of a total of 135 questionnaires sent out, responses received totalled 84 (62.2%). The 28 questions were split equally between Transformational (even numbered questions) and transactional (odd numbered questions). The overall results were scores of -43 (Transactional) and 973 (transformational).

However, within these totals, there were some interesting leadership culture variations, as shown in Table 2 above. Transactional scores varied greatly ranging from -48 (-57%) "one or two mistakes can harm your career" to 52 (+62%) "We negotiate with each other for resources". Overall only

Table 2
Transactional / Transformational and ODQ Scores

ODQ Item	TRUE (T)		FALSE (F)		NON-RESPONCES		TOTAL	CULTURAL SCORES					
	No.	%	No.	%	No.	%		Transactional Net	ODQ Score	Transformational Net	ODQ Score		
1	63	75.0%	11	13.1%	10	11.9%	84	52.00	62%	0.6			
2	73	86.9%	3	3.6%	8	9.5%	84				70.00	83%	0.8
3	50	59.5%	24	28.6%	10	11.9%	84	26.00	31%	0.3			
4	81	96.4%	1	1.2%	2	2.4%	84				80.00	95%	1.0
5	24	28.6%	47	56.0%	13	15.5%	84	-23.00	-27%	-0.3			
6	76	90.5%	5	6.0%	3	3.6%	84				71.00	85%	0.8
7	15	17.9%	53	63.1%	16	19.0%	84	-38.00	-45%	-0.5			
8	70	83.3%	8	9.5%	6	7.1%	84				62.00	74%	0.7
9	25	29.8%	55	65.5%	4	4.8%	84	-30.00	-36%	-0.4			
10	62	73.8%	13	15.5%	9	10.7%	84				49.00	58%	0.6
11	32	38.1%	46	54.8%	6	7.1%	84	-14.00	-17%	-0.2			
12	75	89.3%	2	2.4%	7	8.3%	84				73.00	87%	0.9
13	28	33.3%	42	50.0%	14	16.7%	84	-14.00	-17%	-0.2			
14	73	86.9%	6	7.1%	5	6.0%	84				67.00	80%	0.8
15	13	15.5%	61	72.6%	10	11.9%	84	-48.00	-57%	-0.6			
16	81	96.4%	2	2.4%	1	1.2%	84				79.00	94%	0.9
17	56	66.7%	26	31.0%	2	2.4%	84	30.00	36%	0.4			
18	80	85.2%	2	2.4%	2	2.4%	84				78.00	93%	0.9
19	63	75.0%	13	15.5%	8	9.5%	84	50.00	60%	0.6			
20	75	89.3%	6	7.1%	3	3.6%	84				69.00	82%	0.8
21	31	36.9%	47	56.0%	6	7.1%	84	-16.00	-19%	-0.2			
22	77	91.7%	5	6.0%	2	2.4%	84				72.00	86%	0.9
23	20	23.8%	52	61.9%	12	14.3%	84	-32.00	-38%	-0.4			
24	72	85.7%	8	9.5%	4	4.8%	84				64.00	76%	0.8
25	52	61.9%	24	28.6%	8	9.5%	84	28.00	33%	0.3			
26	76	90.5%	6	7.1%	2	2.4%	84				70.00	83%	0.8
27	30	35.7%	44	52.4%	10	11.9%	84	-14.00	-17%	-0.2			
28	73	86.9%	4	4.8%	7	8.3%	84				69.00	82%	0.8
Total	1,546	5.7%	616	26.2%	190	8.1%	2,352	-43.00		-0.51	973.00		11.6

5(36%) of the 14 questions produced a positive score, the remainder being negative and ranging from -14 to -48.

Transformational scores were positive and consistently above 62 out of 84 (74%) with one exception: “we trust each other to do the right thing”, which scored only 49 out of 84 (58%). Non-Responses, categorised as “?” or where the respondents had either not marked any field or where they had marked more than one field amounted to 8,1% of the total. The highest category “you get what you earn” was 16 (19%). Also, there were significant differences between the two leadership appraisals. The net overall ODDQ result was -0.51 (Transactional) and 11,6 (Transformational).

6.3. Findings From the Multifactor Questionnaires (MLQ)

Leadership style was measured using the MLQ From 5X (Bass and Avolio, 1995). This version is composed of items that focus on the impact of the leader’s behaviour through the eyes of the respondent. The MLQ consist of 45 behavioural statement and uses a 5-

point Likert rating system. General Managers were asked to indicate how frequently each statement described the leadership style they perceive. The Multifactor leadership Questionnaire (MLQ5X) assesses five components of transformational leadership, three components of transactional leadership, one non-transformational leadership component and three outcome components. The MLQ scale scores are average scores for the items on the scale. The score was derived by summing the items and divided by the number of items that make up the scale. All the leadership style scales have four items, Extra effort has three items, and Effectiveness has four items and Satisfaction two items. (See appendix B). Bass and Avolio have tested and re-tested the new form using 14 samples that were used to validate and cross- validate the MLQ from 5X (Bass and Avolio, 1998). The MLQ assesses transformational and transactional leadership. In this research both leadership items were used.

Out of 45 questionnaires mailed out, 21 (47%) replies were received. Of these, two

Table 3
Overall and Leadership Style Summary Results

Uses a 5 point Likert rating system 0: not at all 1: once in a while 2: sometimes 3: fairly often 4: frequently	Transactional		Transformational		Outcome		Overall	
	No	%	No	%	No	%	No	%
Not at all	68	100%					68	8.4%
Once in a while	43	86.0%	7	14.0%			50	6.2%
Sometimes	62	57.4%	32	29.6%	14	13.0%	108	13.3%
Fairly often	76	23.5%	157	48.5%	91	28.1%	324	40.0%
Frequently, if not always	58	22.3%	145	55.8%	57	21.9%	260	32.1%
Sub-total- Total	307	37.9%	341	42.1%	162	20.0%	810	100%
	%		%		%		%	
Not at all	22.1%						8.4%	
Once in a while	14.0%		2.1%				6.2%	
Sometimes	20.2%		9.4%		8.6%		13.3%	
Fairly often	24.8%		46.0%		56.2%		40.0%	
Frequently, if not always	18.9%		42.5%		35.2%		32.1%	
Total	100.0%		100.0%		100.0%		100.0%	

declined to answer, one on grounds of confidentiality, the other because the hotel was closed for lengthy refurbishment. One response had so many questions unanswered that it was felt best to exclude it from the survey. However, close examination of this questionnaire revealed that most of the unanswered questions related to Transactional Leadership. Of the remainder, five had unanswered questions, which in total equalled 8. Interestingly, four of these were the same transactional statement "I am absent when needed".

Aggregate responses for the sample are detailed in Table 3.

As can be seen from the above table, 88,5% of transformational responses were in the "Fairly often" and "Frequently, if not always" ranges, which scored 3 and 4 respectively. With the Transactional responses, we have a much broader distribution across all five ranges, but nonetheless, 56,3% were in the "Not at all", "Once in a while" and "Sometimes" ranges, which scored 0,1 and 2 respectively. Similarly, the distribution of Outcome reflects the Transformational and therefore in The Overall distribution, we see the results strongly influenced by Transformational Leadership. While the total values for Transactional and Transformational Leadership are within 10% and together constitute 80% of the Overall value, the real significance lies in the distribution within each Leadership style ranges and the relevant weighting given to each of the five components. (Contingent Reward, Individual component, management-by-Exception active, management-by-Exception passive, Laissez-faire). Therefore, it would appear amongst Chief Executives and General Managers, Transformational is far more important than Transactional Leadership although there is Transactional influence particularly with respect to Contingent reward and this heavily influences the outcome. The uniformity within Transformational leadership and the disparity within Transactional Leadership components are reinforced when we examine the responses analysed by indivi-

dual questions. Also Contingent Reward and, to a lesser extent, management-by-Exception (Attributed) contribute to overall Leadership passive Management-by-Exception and Laissez-faire, in relative terms do not.

Conclusions

The overall purpose of this dissertation was to ascertain whether transformational or transactional leadership were practised in London hotels. In response to main of the enquiry, transformational leadership is practised by large number of hotels which consider it to be an effective way of managing staff. There is considerable evidence in the literature to support the notion that leadership is an important casual factor of Hotel organisation performance. The hospitality industry has steadily changed over the past few decades, and that change has been dramatic in the past few years. Carving out niches, entering untapped markets, and maintaining any control at the entire external environment are becoming more and more difficult with every passing day. It seems unlikely that leaders and managers in the industry will be able to have an impact on external forces.

Leaders must maintain ongoing environmental scanning and planning for continuous change to develop new structures and mechanisms needed to cope with every changing competitive conditions part of that change is new methods of leading and managing that are focused on adaptation. Management for adaptation, rather than control, requires a new form of leadership as transformational leadership rather than transactional leadership. However for all the improvements in the Hotel industry over the past years, hotels fundamentally operate the same way. They are labour intensive business that requires human hands to make them work, and for the foreseeable future, no manner of technology is likely to replace them. For that reason, hotel leadership has to know what motivates employees and use this information to help foster an environ-

ment in which people enjoy working. Service levels in any hotel are where they are because that is what is being reinforced by it is leadership. How hotel leadership interacts with the hotel staff, and level of passion that is displayed toward good service and toward exceeding customers' expectations, sets the tone for how a staff treats its guests each and every day.

In this research findings are limited to the London hotels in question. Moreover, it may be that under predictable and stable conditions transactional leadership practices would be effective for certain operational and strategic activities. One can assume, however that the external environment will remain turbulent and that transformational leadership will be important for enhancing individual and organizational effectiveness.

Being a manager and leader is no easy task, especially in today's competitive conditions. What has worked in the past is almost certainly not appropriate for the current and future challenges of the hospitality.

The overall conclusion, the survey revealed is that the degree of employee commitment relies on whether organisations continue to work toward their vision and also the extent to which staff members are rewarded both financially and personally. The leadership role is a critical one for the organisations and a hotel organisation requires corporate leadership to motivate and develop communication strategies and to help lead leadership change. It is important that transformational leadership needs to be practised for problem solving and organisational achievement. Therefore, good managers need to build up the necessary skill to enable them to change corporate leadership culture for organisational success, thereby increasing people's organizational commitment. This will enable organisation to meet the challenges coming from external competition, market changes necessary to compete and at the same time maintain employees' attachment to their organisations.

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Appendix (A) ORGANISATIONAL DESCRIPTION QUESTIONNAIRE (ODQ)

Name of Organisation

Instruction: For all question, circle “T” for true statement, “F” for false statement and “?”if you are undecided or cannot say about the team, department or organisation you are leading or representing.

IN MYTEAM, DEPARTMENT OR ORGANISATION:

T	F	?	1.	We negotiate with each other for resources.
T	F	?	2.	People go out of their way for the team, department or organisation
T	F	?	3.	Decisions are often based on precedents.
T	F	?	4.	There is a continuous search for ways to improve operations.
T	F	?	5.	Rules and procedures limit discretionary behaviour.
T	F	?	6.	Mistakes are treated as learning opportunities.
T	F	?	7.	You get what you earn-no more, no less.
T	F	?	8.	You are unsure about what to do; you can get alot of help fro others.
T	F	?	9.	There is se strong resistance to changing the old ways of ding things.
T	F	?	10.	We trust each other to do what is right.
T	F	?	11.	It’s hard to find key people when you need them most.
T	F	?	12.	We are encouraged to consider tommorrow’s possibilities.
T	F	?	13.	Bypassing channels is not pemitted.
T	F	?	14.	New ideas are greeted with enthusiasm.
T	F	?	15.	One or two mistakes can harm your career.
T	F	?	16.	Individual initiative is encouraged.
T	F	?	17.	Decision often require several authorisations levels before action can be taken
T	F	?	18.	We strive to be the best in whatever we do.
T	F	?	19.	Agreements are specified in advance on what each of us must do to complete the work.
T	F	?	20.	
T	F	?	21.	People are hesitant to say what they really think.
T	F	?	22.	The unwritten rule is to admin mistakes, learn from them, and move on.
T	F	?	23.	We have to compete with each other to acquire resources.
T	F	?	24.	You advance or achieve depending on your initiative and ability.
T	F	?	25.	Deviating from Standard operating procedures without authorisation can get you into trouble.
T	F	?	26.	We share the common goal of working toward the team, department, organisation’s success
T	F	?	27.	People often try to avoid responsibility for their actions.
T	F	?	28.	We encourage a strong feeling of belonging.

Thank you for your cooperation in completing this questionnaire. Individual identities not be disclosed.

Appendix B Multifactor Leadership Questionnaire (MLQ) Scring key (5x-Short)

My Name:.....**Date:**.....

Scoring: The MLQ scale scores are average scores for the items on the scale. The score can be derived by summing the items and dividing by the number of items that make up the scale. All the leadership style scales have four items, Extra Effort has three items, and Effectivess has four items and Satisfaction two items.

Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always
0	1	2	3	4

Idealism Influence (Attributed) total/4=
 Idealism Influence (Behaviour) total/4=
 Inspirational Motivation total/4=
 Intellectual Stimulation total/4=
 ndividualised Consideration total/4=
 Contingent Reward total/4=

Management-by-Exception (Active)total/4=
 Management-by-Exception (passive) total/4=
 Laissez-faire Leadership total/4=
 Extra Effort total/3=
 Effectiveness otal/4=
 Satisfaction total/2=

1	Contingent Reward	0	1	2	3	4
2	Intellectual Stimulation	0	1	2	3	4
3	Management-by-Exception (passive)	0	1	2	3	4
4	Management-by-Exception (Active)	0	1	2	3	4
5	Laissez- faire	0	1	2	3	4
6	Idealised Influence (Behaviour)	0	1	2	3	4
7	Laissez-faire	0	1	2	3	4
8	Intellectual stimulation	0	1	2	3	4
9	Inspirational Motivation	0	1	2	3	4
10	Idealised Influence (Attributed)	0	1	2	3	4
11	Contingent Reward	0	1	2	3	4
12	Intellectual Stimulation	0	1	2	3	4
13	Inspirational Motivation	0	1	2	3	4
14	Idealised Influence (Behaviour)	0	1	2	3	4
15	Individualised Consideration	0	1	2	3	4
16	Contingent Reward	0	1	2	3	4
17	Management-by-Exception (Passive)	0	1	2	3	4
18	I go beyond self-interest for the good of the group	0	1	2	3	4
19	I treat other as individuals rather than just a member of a group	0	1	2	3	4
20	I demonstrate that problems must become chronic before I take action	0	1	2	3	4
21	I act in ways that build others respect for me	0	1	2	3	4
22	I concentrate my full attention on dealing with mistakes, complaints and failures	0	1	2	3	4
23	I consider the moral and ethical consequences of decisions	0	1	2	3	4
24	I keep track of all mistakes	0	1	2	3	4
25	I display a sence of power and confidence	0	1	2	3	4
26	I articulate a compelling vision of the future	0	1	2	3	4
27	I direct my attention towards failures to meet standarts	0	1	2	3	4
28	I avoid making decisions	0	1	2	3	4
29	I consider an individual as having different needs, ağabeylities and aspirations from others	0	1	2	3	4
30	I get others to look at problems from many different angles	0	1	2	3	4
31	I help others to develop their strengths	0	1	2	3	4
32	I suggest new ways of looking at how to complete assignments	0	1	2	3	4
33	I delay responding to urgent questions	0	1	2	3	4
34	I emphasise the importance of having a collective sense of mission	0	1	2	3	4
35	I Express satisfaction when others meet expectations	0	1	2	3	4
36	I Express confidence that goals will be achieved	0	1	2	3	4
37	I am effective in meeting others' job-related needs	0	1	2	3	4
38	I use methods of leadership that are satisfying	0	1	2	3	4
39	I get other to do more than they expected to do	0	1	2	3	4
40	I am effective in meeting organisational requirements	0	1	2	3	4
41	I work with others in satisfactory way	0	1	2	3	4
42	I heighten others' desire to succeed	0	1	2	3	4
43	I am effective in meeting organisational requirements	0	1	2	3	4
44	I increase others' willingness to try harder	0	1	2	3	4
45	I lead a group that is effective	0	1	2	3	4

Thank you for your cooperation in completing this questionnaire. Individual identities not be disclosed.