



Analysis on how hotel leaders be role model to staff

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ABSTRACT

This Journal reviews the meaning of Hospitality role models in the figure of a leader. When people hear the word role model they often thought about celebrities or famous historical figure. Little did they know that for some people, their role model is their closest friend, work partner, or even family members. What makes a leader is seen as a role model? Someone who can influence people around them and give them great examples are seen as leaders. A leader must have strong values in them self, they have to be confident in leading people who are still lost or still didn't know the reason why they are here and what are they for. If a leader is not confident of themself then how will they assure people to be confident and overcome their fear such as insecurities and the fear of failling. A leader shall lead them cause when they are under your supervisory, you are responsible for their actions at some circumstances. A leader has to set a good example all the time for the staff, because staff tend to copy what their role model do. This journal will use qualitative method, by getting reference as a research source. This journal will discuss about how to be a great leader and a role model, how to be more than just someone who rule over people and tells people what to do but to be someone who is admired and is set as an example for others especially to staffs. To give example and description on how to be a great leader is what a leader should do. In conclusion every leader should position themselves not as someone who have a high position and just rule over people, they need to be someone who can make staff comfortable and respect them not just as a leader but also as a role model. Guiding them as if their success is your responsibility is a great mindset a hotel leader should have.

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1. Introduction

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Leadership has a range of definitions, but as its simplest it is concerned with the ability to influence others to achieve goals. Although most contemporary thinkers have avoided giving a definition of leadership, Kellerman has expressed that she visualizes leadership as an equilateral triangle in which the three sides are the leader, the followers, and the context [1]. In the Hospitality industry, employees often seek for guidance in doing their job. We have seen a lot of cases where employees dislike a leader and see leaders as someone who are mean, arrogant, and someone who they are afraid of. They don't often see leader as someone who are admirable, influencing, or even inspiring. Leaders must be role models, at least in character, way of thinking, way of acting, honesty, and firmness. One stereotype is that leaders are somehow different, that they are above others; however, in reality, the qualities needed for effective leadership are the same as those needed to be an effective follower [2]. In principle, a leader must be an extraordinary human figure, they are required to do more work than talk a lot. It is a leader responsibility to carry out changes and renewal of the organization. With such character, a leader can be called a role model.

The ability and skill of a leader is a factor important in motivating employees to do better. In this case, the influence of a leader will determine the direction goals of the organization. To realize the goal, an organization need to apply a role in leading consistent work. Not just in terms of working leaders are responsible in, but also a leader has to create and maintain good relationship with their subordinates so they can work productively. Leader and employee ties may interact, such that effectiveness of employees own ties in garnering informational resources may depend on their leader ties [3]. As a leader they have to know that they are supposed to be seen as a role model by the employees. Leadership has an important role in improving employee performances. Their duties and obligations as someone who are imitated and obeyed. Employees tend to imitate what their leader do because they have the image that a leader is always right. Leaders gives a big influence on their employees and their company's success. Leaders have to be able to come up short in any of these categories, they need to give the satisfaction not just to their employees but also to the entire company's reputation in the business community. Transformational or transforming leadership involves strong personal identification of followers with the leader. Leadership is a determining factor in a company. The success or failure in achieving goal is influenced by the way a leader lead [4].

The self interest of the leader is satisfactory performance, and the self interest of the followers are the valued rewards gained in return for good performance. The main characteristics of a leader as a good role model are leaders who have strong character, someone who has high discipline, commitment, honesty, integrity, credibility, caring, and has the characteristics of a servant. A servant does not imply as a bad thing. A servant means to always put customer as number one priority in any situation. Even if a leader is higher than other employees, but still in the world of hospitality every position is a servant in the eyes of a customer. Employee obedience regarding working hours, clothing, work performance, ethics, morals and regulations regarding what can and cannot be done by employees, needs to be continuously fostered and implemented so that service to customers can be maximized, so that the expected image of clean and authoritative leaders can be achieved

A leader deserves to be called a role model when they are able to think about, utilize and manifest in any form of behavior they have to give to other people or their subordinates. In order to achieve the goal that a company build, a leader and its followers must invigorate their unity. Unity is a great start in building togetherness and cooperation. Leaders directly and indirectly influence the productivity of their employees in several ways, that's because an employee follow their leader trail. For example, a leader who has poor planning skills will make it hard for employees to meet deadlines and eventually productivity can slump because the employees will become less motivated. A role model can be anyone but some role models have a strong influence and can change the lives of educators [5].

One of the leadership styles highlights is the importance of leadership to motivate the vision and environment for employees to achieve things beyond their hope [6]. The leader is a role model within the organization, resulting the change should start from the top level. Leadership style significantly affect motivation, which means the better the leadership style possessed, the more motivated the employees are at work. The work environment in a company is very important for management to pay attention to [7]. Although this work environment does not directly carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. A good work environment can improve employee performance, whereas an inadequate work environment can reduce the spirit of work [8]. The work environment is a very important factor in the company.

Role model is a person that set an example that can be imitated or emulated by people who see them as one. Role model has a major influence in the formation of one's personality. In simple terms, role model requires an assessment that the behavior is good before deciding to do the same things. Because everyone has a habit of imitating, then as a leader they should always appear as a good role model [9]. Everyone can be a leader, no matter what gender you are, if you are younger or older, even if you are experienced or not. But not everyone can be a role model, not everyone can do good things that others can imitate. That is why we need to learn more about how to be a great role model as a leader.

This research will show how a leader can be qualified as role models for staff. Not just how to become a great leader but how to make someone become the next leader or role models. For a better future, everything needs to start early. We won't just show how a leader do better in leading and giving influence but also how can a staff or an employees can delve the knowledge a leader has to stock up their own knowledge. To be someone who every move is being watched is not easy and some might find it as a burden. A few researches focused on what makes a good leader, there have been limited studies about how can a leader not just lead but is admired by people as someone who inspires and influence. Therefore, this research intends to show people that leaders can also be seen not just as someone who order people around but as someone who are adored. The objectives of this research are to remind people that everyone can be a leader and a leader can be role models.

2. Method

This research will be using source from reference study. This research will use qualitative research method. Leadership can lead to various topic and not just leadership in the world of hospitality. We want to gather people opinion about leadership as role models and gather the information into one paper. Role model in the context of transformational leadership must be able to think fast, do the right analysis, make a quick yet right decisions. The role model leader does not only rely on result in form of building a positive image for themselves, but they also need to be accompanied by works that are grand and monumental and provide benefits in organization. This means that a leader who is also a role model must always be a good example and exemplify how to think and act.

3. Results and Discussion

3.1. Overview of the ASEAN Tourism Forum (ATF)

Leaders are role models for the morale of the employees, that may not only have direct effects on staff. Leaders should be role models held by high moral standards. The most significant, receptive contextual element identified in the role model was "Key people leading change [10]. Can a leader make changes in such environment? they can. Leader are capable to make changes, they have the

right and position to start changes. Employees tend to not listen to each other, because each of them thinks that they are doing the right thing. For example, in organization there are a leader and members. If a member gives an extra job to the other member, the others would often think that he/she are being overbearing. People have power when they have the ability to influence the beliefs, attitudes, and action of others [11]. But if a leader commands them to do it, they wouldn't think of them as a "overbearing" person because they have the position to do so. A good leadership style is a style that can give their subordinates work motivation [12]. Giving employees work motivation can give them spirit to level up their work performances and achieve company goals. Leaders tend to motivate employees by intimidating them with reality of work. Instead motivate them with the image of being able to achieve company goals. Leadership is the key to development. Without good leadership, we will find it difficult to achieve company goals. Leadership style is how a person carries out their leadership function and how they are seen by those who are led and maybe observing them from the outside [13]. People will follow what their role model do consciously or unconsciously. As a leader, they need to be cautious in what they speak, tell, and lead. A great leader who are seen as a role model would understand that they are being observed by people around them, and they wouldn't take it as a burden but as a challenge to be a better person no matter where they are. Obedience has big influence in forming someone's personality [9]. Specifically, if leaders' specific ability can complement their subordinates needs on that specific situation, leaders may powerfully facilitate their subordinates' ability to perform in that domain [14]. As a role model that is a leader, the leader plays a very important role in the success of their employees.

Leadership has variety styles, Leadership style is indeed an important factor that is determinant [15]. One of them is democratic leadership style. Democratic leadership style is the ability to influence other people so that they are willing to work together in achieving the goals that have been set by the company. This leadership style is sometimes referred as a leadership style that focussed on staff, leadership with equality, leadership participatory or consultative. Leaders consult their staff in formulating an act of joint decision. For delegative leadership style, it has the characteristic of a leader who provide direction, make decisions and it is hoped to solve all the problems on its own carrying out their duties as leader. Delegative leadership style is very suitable if the staff have high motivation and great skill. Next is Bureaucratic leadership style, this style can be described by the statement "Lead based on rules". Leader who are bureaucratic, in general will make all the decisions based on the rules that apply in the company and there is no more flexibility. For the Laissez Faire Leadership Style, this style will encourage employee ability to take initiative. In this leadership style, leaders tend to not use their position or sometimes they didn't use it at all and let the staff do whatever they please. Authoritarian leadership style, is the style where the leader concentrate on every decision and policies that wants to be taken from themselves. Authoritarian leadership is the type that usually leads to work. Next is Entrepreneurial leadership style, this style is very concerned with power and the result. This style put less prior for the need for cooperation This leadership style usually will always look for competitors and will aim for high standards. For Visionary leadership style, they aim to being able to give meaningful meaning to work and business that needs to be carried out jointly by company employees by providing them with direction and giving a very clear vision. Next is situational leadership style, the essence of this style is that a person's leadership style is various depending on the readiness of their followers. The fundamental understanding of situational leadership is that there is no leadership style that is the best among others. Leadership style is also to make themselves a role model, to help staffs gain confidence, create creativity, and helps staff develop their abilities. Leadership can increase the sense of fairness for their employees [16].

Being a leader means being someone who has more responsibility in life [17]. Leaders need to have huge responsibility to start with, a leader also carries out task and obligations which leader need to

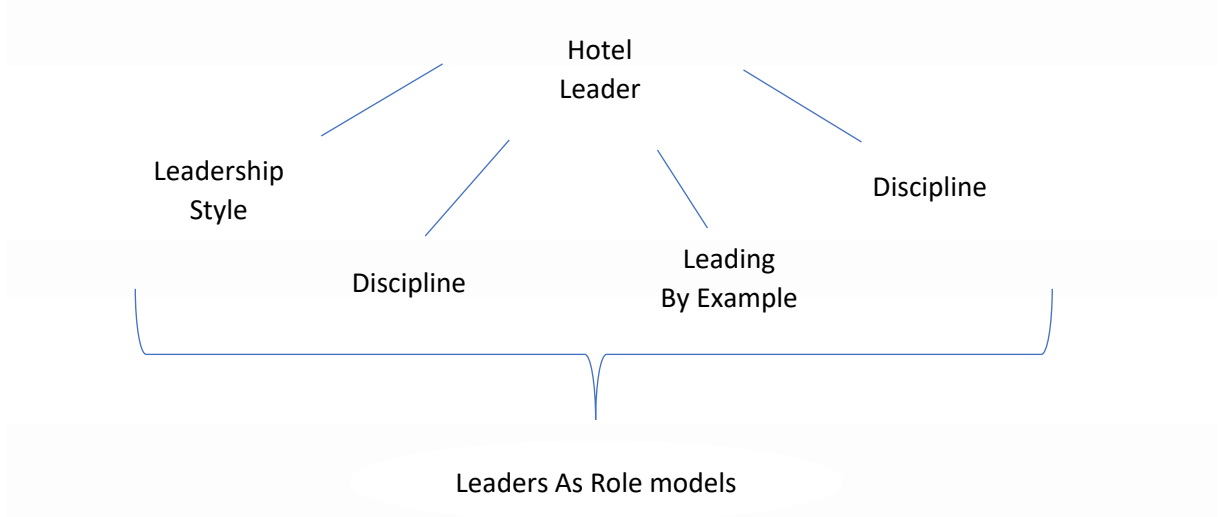
do to themselves and also to the employees. A leader also has actions that show disciplinary behavior and they comply with various rules and regulations. Because if a leader wants to be seen as role models for their employees, they need to give an example on how to be disciplined. Successful people will never be separated from discipline towards important behavior continuously. Discipline means to obey rules. As a person who serves as an example, a leader needs to show all types of benefits from being disciplined, a hard worker, and etc. This way it can influence others to do the exact same thing that can lead to great company success. Discipline influences responsibility for completing tasks which are given to them. When discipline is fulfilled it will lead to satisfaction and good results [18]. Discipline can also increase a person's confidence in working, because being disciplined makes yourself believe that you are capable of doing this job. The leader's mind is always full of spirit of smart thinking, thorough and innovative, as well as never giving up [19]. For example, time discipline such as employees who often arrive late, leaving before time, there are employees who are not punctual in completing their work, increasing vacation time, and even leave absenteeism to a friend. As a leader we need to give them the example of being disciplined so that it can inspire them to do the same thing and even to the point that they would feel ashamed if they violate the rule. Discipline is also a process to develop their self control, so it becomes more effective at work [20]. Discipline is closely related to leadership, it is impossible for one person to motivate another without creating trust. Discipline is one of the things that becomes a benchmark to find out whether the overall leadership role can be carried out properly or not. Work discipline is an attitude, behavior that is carried out sincerely and with full awareness conditions to follow the rules determined by the company, both written and unwritten [21]. The better the discipline of employees the higher the work performance that can be achieved [22].

The challenge a leader needs to face is how can they give influence to their employees. Leading by example means leader need to lead them by giving good example and give them good image of a leader so they can be influenced. The question how leaders ensure appropriate conduct of followers and direct them towards aspired goals is the perpetual challenge for leadership research [23]. Leaders have to ensure that they are giving appropriate example that can be directed toward the staff, to be able to achieve company goals together with unity and as a team. Motivation is needed by everyone, including employees. Besides having internal abilities and good communication, of course they need to have the ability to deliver encouragement or motivation to their staff, both financially and non-financially motivated. Motivation is a process that explains the intensity, direction, and persistence of an individual to achieve its goals [24]. The main benefit of giving motivation is to create employee passion for work, so that their work productivity increases. Being surrounded by motivated people can influence employee to be a better worker. They need a motivation that can help them improve their performance [25]. Meaning you are bringing the good name of the company wherever you go. A leader always motivates their staff to work well and effectively, motivating can also be done by creating will and enthusiasm to work [26]. We know that a leader should always be able to motivate staffs to perform quality improvement in the hotel industry. Leader can give motivation by giving them solution when they are in trouble or when they need help. Even though money isn't everything, leader can give employees motivation by giving them money so that it can increase their work spirit.

As a leader, it is the bare minimum for them to be a good example for other employees. It's not something that needs to be pointed out, but some leaders still don't understand what "example" they need to set. Not just in terms of skill that they need to show but also great attitude in works. In the hotel industry, attitude stood out more rather than skill in terms of giving good impression to the guest. In order to give good impression, hoteliers need to greet them with smile, kindness, and manners. And it's not something that only skilled person can do, but someone with great attitude and basic manners. Leaders tend to show great skill but then give bad impression to staff by spreading anger and bad attitude behind, instead of giving great advice and motivations to finish their work, leaders

usually yell and get angry when their staff makes mistake. Sometimes they are to blame for the employee action as if they are giving them bad “example”. Even tho you did not direct them to do so, they would imitate without the leader knowing. From the social learning point of view, leaders or supervisors can influence their follower ethical behavior via modeling [27]. Not just in work place you have to be polite and filled with manners, but everywhere a leader go they need to set an example as a leader because some see them as a leader of a certain company. To create employees who have motivation and high employee performance that requires a big role from the leader, because the leader as role model in organization [28]. Meaning that changes must start from the highest level which is the leader itself [29]. Leader is someone with a high position and have the power to demand people. They have the right and the position to be confidence in making changes in the copany. Leaders as role models for employees and this has an impact on good performance for employees [30]. This can upgrade staff work performance by being the bridge between others and helping them solve internal problems.

With four of the elements combined, there would be a leader who is seen as a role model. This would create such good combination to achieve company goals. It will make a great transformation and movement for the company. And it would create a good leader as a role model. Once again it might not be an easy task to do, especially if you’re the type of leader with tempers going on. You need to have the ability to control yourself and its something a leader need to get used to. Leaders need to adapt with the situation and sure thing we know that adapting needs quite a time and a lot of efforts. But once you overcome it and able to cope with the situation, not only it benefits the staff but it will also give a huge benefit for the leader aswell. Not all that is written in this article is for the benefits of the staff and employee in the hotel industry. This will also give positive impact to the leader life aswell. Leader can get more oppurtunities in life. With great credibility and experience, you can go further with confidence and no doubt.



4. Conclusion

To be a great role model and a leader at the same time, a leader needs to be a great motivator and set a great example for other staff. To be seen as a role model, you have to be someone who they admired and adored. A role model influence people by the way they act and others tend to follow and copy what their role model do. Being both a leader and a role model is quite complicated and some

might find it as a burden. But as a hotelier, we aim for the best in sake of the company goals. Leaders are the person that have the right and position to make changes in the work environments.

They are the key to people changes. Without good leadership, we will find it difficult to achieve company goals. Leadership style is how a person carries out their leadership function, some leaders usually intimidate their staff into doing their job great. To the point that some staff see them as intimidating and someone that they are scared of. But we learn not to do that and instead support and motivate them to upgrade their work performances. Leadership has variety ways of leading, Leadership style is indeed an important factor that is determinant. Because a leader needs to also understand their subordinates in which leadership style that they are comfortable with. A great leader needs to think about other common interests. In this way employee can see that their leader is a caring and thoughtful person to the point that they can put their trust on you. Leader should always be able to motivate employees to perform quality improvement.

Being a leader means being someone who has more responsibility in life. Successful people will never be separated from discipline towards important behavior continuously. Discipline means to obey rules. Discipline influences responsibility for completing tasks which are given to them. When discipline is fulfilled it will lead to satisfaction and good results. They are not just responsible in themselves but also the company sake and responsible with the staff work performance. As a leader, it is the bare minimum for them to be a good example for other employees. Sometimes they are to blame for the employee action as if they are giving them bad "example". Even though you did not direct them to do so, they would imitate without the leader knowing.

In conclusion, being a great leader and a role model at the same time is not an easy task and not something everyone can pull off. And by that they need to be set as an example for the whole company and is seen as someone who is never wrong. That's why to be a great leader and a role model at the same time, you can't just be filled with skills but you also need a great attitude to be someone's role model. A leader works for the sake of their job and because of their responsibility. But a great leader works for the sake of the company and a great leader realize that they are leading people and are trusted by others to lead them, and that is apart of a leader responsibility.

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