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## ORCHESTRATING EXCELLENCE WITH CHARISMATIC LEADERSHIP: MR. JOSEPH TO, WON THE 16TH ANNUAL LEADER OF HOTEL INDUSTRY AWARDS IN 2023

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### Abstract

This study examines the charismatic leadership style of Mr. Joseph To, the recipient of the prestigious 16th Annual Leader of Hotel Industry Awards in 2023. "Orchestrating Excellence with Charismatic Leadership," delves into Mr. Joseph To's exceptional leadership qualities and their impact on the Sheraton Zhuhai Hotel. The research explores Mr. To's charismatic and charismatic leadership; Mr. Joseph To's leadership at Sheraton Zhuhai Hotel embodies the key aspects of effective leadership in the hotel industry. His visionary approach, ability to inspire and motivate the team, guest-centric mindset, employee development initiatives, effective communication, adaptability, financial acumen, and ethical responsibility have contributed to the hotel's success and reputation for excellence. Mr. Joseph To's exceptional leadership and charismatic personality have propelled the Sheraton Zhuhai Hotel to unparalleled heights of luxury and sophistication through its superior service management. His unwavering commitment to excellence, relentless pursuit of perfection, strategic vision, and genuine care for both guests and employees have positioned the hotel as a true industry leader. Under his guidance, Sheraton Zhuhai Hotel continues to exceed expectations, redefine the standards of luxury hospitality, and create extraordinary experiences that leave an impression on every guest. The findings of this study contribute to the understanding of the impact of charismatic leadership on industry. Mr. Joseph To's exceptional leadership qualities serve as a benchmark for aspiring leaders in the hotel industry, displaying the importance of genuine care, strategic vision, and a culture of excellence in orchestrating success.

**Keywords:** Leadership, Hotel Management, Hotel Industry.

## INTRODUCTION

Under the esteemed leadership of Managing Director Mr. Joseph To, who was the recipient of the prestigious 16th Annual Leader of Hotel Industry Awards in 2023. Mr. To's visionary approach and charismatic leadership style serve as a true inspiration to his teams, driving them towards excellence in hospitality. With a passion for superior service, Mr. Joseph To set Sheraton Zhuhai Hotel apart in the industry. His unwavering commitment to excellence motivates and empowers his staff, encouraging them to consistently exceed expectations and create sophisticated and unforgettable hotel service experiences for every guest. His emphasis on attention to detail, personalized care, and a warm, welcoming atmosphere permeates every aspect of the hotel's operations. Through his ability to inspire and foster a culture of excellence among his teams, guests receive nothing short of exceptional service throughout their stay. Under Joseph To's leadership, Sheraton Zhuhai Hotel has become synonymous with unparalleled hospitality. His unwavering dedication has instilled a sense of pride and dedication within the staff, driving them to go beyond creating cherished memories and consistently exceed guest expectations. By continually raising the bar and setting new standards, Mr. To and his team have solidified the hotel's position as a pinnacle of excellence in the industry.

## LITERATURE REVIEW

Leadership plays a pivotal role in guiding individuals and organizations towards success and growth. It involves the ability to inspire and influence others, set a clear vision, make effective decisions, and foster collaboration. Avolio, Walumbwa, and Weber (2009) discuss in their review article how leadership theories have evolved over time, examining the current state of research, and highlighting future directions. Bass and Riggio (2006) emphasize the transformative power of leadership, emphasizing the importance of leaders who inspire and motivate their followers to achieve exceptional results. Goleman (2004) explores the qualities that make a leader stand out, including emotional intelligence and the ability to connect with others. Northouse (2018) provides a comprehensive overview of leadership theories and practices, offering practical guidance for aspiring leaders. Yukl (2013) delves into the complexities of leadership in organizations, discussing the various factors that influence leadership effectiveness. These references demonstrate the diverse perspectives and insights available in the field of leadership, highlighting the significance of leadership in driving individual and organizational success.

The concept of leadership has undergone changes over time and varies across industries. Brownell (2010) suggests that leadership has evolved from the traditional notion of a 'great man' to the more contemporary idea of a 'transformational leader.' Early scholars, such as Moore in the 1920s, emphasized the leader's ability to inspire obedience, respect, loyalty, and cooperation among followers. Hersey and Blanchard (as cited in Brownell, 2010) proposed the idea of situational leadership, where effective leaders adapt their behaviors and attitudes based on the needs of their followers. In 1978, Burnes (as cited in Bass, 1999) introduced the concepts of 'transformational' and 'transactional' leadership. Bass (1999) explained that transactional leaders tend to focus on self-interest, while transformational leaders go beyond that and inspire through idealized influence. More recently, scholars have emphasized the evaluation of a leader's ethics and morality, taking societal changes into account. Avolio, Gardner, Cogliser, Davis, and Dickens (as cited in Dinh et al., 2014) described authentic leadership as leaders who possess self-

awareness, process ego-relevant information in a balanced manner, establish transparent relationships with others, and are guided by internalized moral perspectives.

Effective leadership is crucial in today's complex and rapidly changing business environment. Chen and Bliese (2002) emphasize the importance of transformational leadership, which inspires and motivates followers to go beyond their self-interests and achieve exceptional results. According to their research, transformational leaders have a significant positive impact on employee job satisfaction, commitment, and performance. In a study by Judge and Piccolo (2004), it was found that leadership behaviors, such as providing clear expectations and support, have a direct influence on employee job satisfaction and organizational commitment. Additionally, Kouzes and Posner (2017) argue that exemplary leaders are those who model the way, inspiring others through their actions and setting a positive example. By demonstrating integrity, credibility, and a commitment to shared values, these leaders create a culture of trust and inspire high levels of performance. These studies highlight the importance of effective leadership in creating a positive work environment and driving organizational success (Judge & Piccolo, 2004; Kouzes & Posner, 2017; Chen & Bliese, 2002).

### **METHODOLOGY**

This research employs a qualitative approach to examine the charismatic leadership style of Mr. Joseph To and its impact on the success of Sheraton Zhuhai Hotel. Qualitative data will be collected through in-depth interviews with selected staff members. The interviews will focus on exploring their perceptions of Mr. To's leadership style, his vision for the hotel, and the strategies he employs to foster a culture of excellence. Through these interviews, valuable insights will be gained into the specific leadership qualities and practices that have contributed to the hotel's success. The collected qualitative data will be analyzed using thematic analysis. This analysis will involve identifying recurring themes and patterns within the data, allowing for a comprehensive understanding of the influence of Mr. Joseph To's charismatic leadership on orchestrating excellence at Sheraton Zhuhai Hotel. By utilizing a qualitative approach, this research aims to provide a rich and nuanced understanding of the charismatic leadership style of Mr. Joseph To and its impact on the hotel's success. The findings will contribute to the existing knowledge on charismatic leadership in the hospitality industry, offering insights for aspiring leaders and industry professionals seeking to enhance their leadership effectiveness.

### **FINDINGS AND DISCUSSION**

#### **Mr. Joseph To: Orchestrating Excellence with Charismatic Leadership and the Success of Sheraton Zhuhai Hotel**

##### **Unwavering Commitment to Excellence:**

Mr. Joseph To's exceptional leadership and charismatic personality have been the driving forces behind the transformation of the Sheraton Zhuhai Hotel into an unmatched haven of luxury and sophistication. With his extensive experience in the hospitality industry and deep understanding of guest expectations, Mr. Joseph To has elevated the hotel to unprecedented levels of excellence. Mr. Joseph To's exceptional leadership and charismatic personality have been the driving forces behind the transformation of the Sheraton Zhuhai Hotel into an unmatched haven of luxury and sophistication. With his extensive experience in the hospitality industry and deep understanding of guest expectations, Mr. Joseph To has elevated the hotel to unprecedented levels of excellence. At the core of Mr. Joseph To's remarkable qualities is his unwavering

commitment to excellence. He passionately believes in the transformative power of attention to detail, leaving no aspect of the guest experience untouched by his meticulous craftsmanship. From the exquisite design and ambiance of the hotel's luxurious spaces to the personalized service provided by the staff, every element is meticulously curated under Mr. Joseph To's guidance. His dedication to upholding the highest standards of quality has earned Sheraton Zhuhai Hotel a stellar reputation for unparalleled service and refined elegance.

#### **Exceptional Leadership Skills:**

Mr. Joseph To's relentless pursuit of perfection is matched only by his exceptional leadership skills. He possesses a natural ability to inspire and motivate his team, fostering a culture of excellence and continuous improvement. His magnetic personality and approachable demeanor create an open and collaborative environment where each team member feels valued and empowered to contribute their best. Guided by Mr. Joseph To's visionary leadership, the staff at Sheraton Zhuhai Hotel are driven to surpass expectations and create unforgettable experiences for every guest. At the core of Mr. Joseph To's remarkable qualities is his unwavering commitment to excellence. He passionately believes in the transformative power of attention to detail, leaving no aspect of the guest experience untouched by his meticulous craftsmanship. From the exquisite design and ambiance of the hotel's luxurious spaces to the personalized service provided by the staff, every element is meticulously curated under Mr. Joseph To's guidance. His dedication to upholding the highest standards of quality has earned Sheraton Zhuhai Hotel a stellar reputation for unparalleled service and refined elegance.

#### **Fostering Closer Relationships and Cultivating a Supportive Network:**

Mr. Joseph To understands the significance of cultivating personal relationships with his team at the Sheraton Zhuhai Hotel. He recognizes that by investing time and effort into understanding their individual needs and aspirations, he can foster a stronger sense of belonging and create a supportive network within the hotel. To establish closer connections, Mr. To actively engage with his staff on an individual level. He dedicates time to getting to know them, their backgrounds, and their interests. He genuinely listens to their stories, experiences, and challenges, demonstrating authentic interest and empathy. By displaying a personal investment in their well-being, he builds trust and rapport. Furthermore, he encourages informal interactions among the staff by promoting social activities, team-building events, and gatherings that facilitate personal connections. These initiatives foster camaraderie and a sense of belonging among team members, resulting in a supportive network within the hotel. In addition to fostering personal connections, Mr. To create a supportive environment where staff members feel valued and supported. He recognizes that each person has unique strengths and challenges, and he tailors his leadership approach accordingly. He provides guidance, mentorship, and resources to facilitate their personal and professional growth. Moreover, he encourages peer support and collaboration within the team, fostering a culture where colleagues can rely on one another for assistance, advice, and encouragement. This supportive network creates an atmosphere where employees can lean on each other during difficult times and celebrate successes together. The positive and inclusive culture nurtured by Mr. Joseph extends beyond the internal dynamics of the hotel and influences the guests' experience. Guests can sense the genuine warmth and personalized attention resulting from the strong personal connections and supportive network among the staff. This creates a memorable and welcoming experience throughout their stay. By

prioritizing personal relationships and cultivating a supportive network, Mr. Joseph To enhances employee satisfaction and engagement. Consequently, this translates into a positive work environment and a higher level of service for guests. The personal connections and supportive network fostered by Mr. To contribute to a harmonious and thriving community within the Sheraton Zhuhai Hotel, benefiting both staff members and guests alike.

### **Meticulous Attention to Detail and Superior Service Management:**

Under Mr. Joseph To's exceptional leadership, Sheraton Zhuhai Hotel has achieved remarkable success in delivering superior service management. Every aspect of the hotel's operations reflects his unwavering commitment to excellence, surpassing guests' expectations at every turn. The meticulous attention to detail displayed throughout the hotel is a testament to Mr. Joseph To's commitment to perfection. From the grand entrance to personalized greetings and seamless check-in processes, every interaction is thoughtfully designed to provide an exceptional experience. Mr. To empowers the hotel staff to anticipate guest needs and surpass their expectations, ensuring their comfort and satisfaction in every moment. Driven by his relentless pursuit of perfection, Mr. Joseph To has set new standards in service management at the Sheraton Zhuhai Hotel. He fosters a culture of continuous improvement, inspiring his team to constantly seek ways to enhance the guest experience. By providing training programs and workshops, Mr. To equip the staff with the skills and knowledge necessary to deliver exceptional service. His hands-on approach and lead-by-example mentality motivate the staff to consistently raise the bar and strive for excellence. In conclusion, Joseph To's charismatic leadership at Sheraton Zhuhai Hotel has harmonized an extraordinary symphony of excellence. His unwavering commitment to perfection, ability to inspire his team, strategic vision, and genuine care for both guests and employees have propelled the hotel to unrivaled heights, solidifying its position as a sanctuary of luxury and sophistication.

### **Recognizing Achievements and Fostering a Positive Work Environment**

Mr. To's approach to recognizing achievements goes beyond simply acknowledging milestones or exceptional performance. He understands the importance of making each team member feel valued and appreciated for their contributions. Whether it is completing a challenging project, going the extra mile for a guest, or demonstrating exceptional teamwork, Mr. Joseph To takes the time to personally acknowledge and celebrate these accomplishments. He believes that by recognizing and highlighting the achievements of his staff, he not only boosts their morale but also inspires others to strive for excellence. Whether it is a verbal commendation during team meetings, a written note of appreciation, or even a formal recognition ceremony, Mr. Joseph To ensure that each accomplishment is celebrated in a meaningful and impactful way. He extends his recognition efforts to include both big and small victories. He understands that every achievement, no matter how small, contributes to the overall success of the team and the hotel. By acknowledging even the smallest wins, he creates a culture where every effort is valued, and every individual feels encouraged to continue their pursuit of excellence. In addition to recognizing accomplishments, Mr. Joseph fosters a positive work environment that promotes collaboration, support, and camaraderie. He encourages open communication and creates opportunities for team members to share their ideas, suggestions, and feedback. By fostering an inclusive and supportive atmosphere, he ensures that everyone feels comfortable expressing their opinions and contributing to the collective success of the team. Mr. Joseph To also promotes a

culture of learning and growth within the organization. He encourages his staff to pursue professional development opportunities, provides resources for skill enhancement, and supports their career aspirations. By investing in the growth of his team members, Mr. To not only fosters a positive work environment but also helps them develop their skills and reach their full potential. Overall, Mr. To's approach to recognizing achievements and fostering a positive work environment is marked by his genuine care and appreciation for his staff. Through his recognition efforts, he instills a sense of pride, motivation, and camaraderie among the team. By creating a positive and supportive work environment, he enables his team members to thrive, contribute their best, and deliver exceptional service to guests.

### **Nurturing Excellence: Mr. Joseph To's Genuine Care for Guests and Employees**

Mr. Joseph To's exceptional leadership goes beyond his business acumen; his genuine care for both guests and employees sets him apart as an extraordinary leader. He understands that exceptional service begins with a happy and motivated team, and he invests in their development and well-being. Through providing training opportunities, recognizing achievements, and fostering a supportive work environment, Mr. Joseph cultivates a culture of excellence that permeates throughout Sheraton Zhuhai Hotel.

This authentic care and attention extend to the guests, creating a warm and personalized experience. Guests feel genuinely welcomed and cherished during their stay due to Mr. Joseph To's emphasis on genuine care. He recognizes the evolving needs and preferences of discerning travelers and strategically aligns the hotel's offerings to cater to these demands. Whether through innovative dining concepts, innovative amenities, or top-notch facilities, Mr. Joseph To ensures that Sheraton Zhuhai Hotel maintains its position as a pinnacle of luxury and sophistication. The hotel consistently delivers extraordinary experiences that exceed guest expectations, thanks to its keen understanding and strategic vision. Mr. To goes beyond the workplace to build personal connections with his staff, understanding their individual needs and aspirations. By fostering a sense of belonging and camaraderie, he creates a strong team spirit and a supportive network within the hotel. This positive and inclusive culture enhances employee satisfaction and translates into a genuine warmth and personalized touch that guests can feel throughout their stay.

### **Embracing Wisdom and Happiness in Work and Life**

Mr. To believes in the power of wisdom and happiness in both personal and professional lives. He understands that a wise and happy workforce is essential for delivering exceptional service and achieving long-term success. As a leader, he shares his own wisdom and encourages his staff to embrace a wise and happy approach to life and work. He believes that wisdom comes from experience, learning, and reflection. He encourages his staff to continually seek knowledge, expand their horizons, and develop a deep understanding of their roles and responsibilities. He emphasizes the importance of learning from both successes and failures, using those lessons to grow personally and professionally. By sharing his own experiences and insights, Mr. To inspire his team to adopt a mindset of continuous learning and self-improvement. In addition to wisdom, Mr. To emphasize the significance of happiness in the workplace. He believes that a happy workforce is more engaged, productive, and capable of providing exceptional service. Mr. To encourages his staff to find joy and fulfillment in their work by aligning their passions with their roles. He fosters a positive and supportive work environment where employees feel valued,

respected, and supported in their professional growth. To promote both wisdom and happiness, Mr. To lead by example. He demonstrates a positive attitude, resilience in the face of challenges, and a strong work-life balance. He encourages his staff to prioritize self-care, maintain healthy relationships, and engage in activities that bring them joy outside of work. By modeling a wise and happy lifestyle, Mr. To inspires his team to find their own balance and live fulfilling lives both inside and outside the workplace. He encourages his staff to maintain a healthy work-life balance and to prioritize their well-being and personal relationships. He believes that when employees are happy and fulfilled outside of work, they bring their best selves to their professional roles. By supporting the well-being of his staff, he creates an environment where they can thrive both personally and professionally.

### **Encouraging Open Communication and Collaboration**

Mr. Joseph To understands the importance of fostering open communication and collaboration within the team at Sheraton Zhuhai Hotel. He recognizes that creating an environment where ideas can be freely shared, and opinions are respected, leads to greater innovation and better decision-making. To encourage open communication, he actively promotes a culture of transparency and trust. He ensures that all team members feel comfortable expressing their thoughts and ideas without fear of judgment or retribution. By creating a safe and supportive space for open dialogue, he cultivates an atmosphere where individuals can freely share their perspectives, insights, and suggestions. In addition to promoting open communication, he values collaboration among team members. He believes that diverse perspectives and collective wisdom can drive creativity and lead to more effective solutions. To foster collaboration, he encourages cross-functional teamwork and initiatives that bring together individuals from different departments or areas of expertise. This approach allows for the exchange of ideas, knowledge sharing, and the pooling of resources to tackle challenges and seize opportunities. He actively listens to his team members and values their input. He understands that each person brings unique talents, experiences, and viewpoints to the table. By actively seeking and respecting the opinions of his staff, he creates a sense of empowerment and ownership among team members. This, in turn, fosters a greater sense of commitment and dedication to the success of Sheraton Zhuhai Hotel. He ensures that communication channels are in place to facilitate collaboration and information sharing. He implements regular team meetings, brainstorming sessions, and cross-departmental forums where ideas can be exchanged and discussed. These platforms not only encourage collaboration but also serve as opportunities for professional growth and development. By encouraging open communication and collaboration, Mr. Joseph To creates an inclusive environment where every team member feels valued and heard. He recognizes that the collective efforts of the team are crucial in delivering exceptional service and experiences to guests. Through open communication and collaboration, he harnesses the collective talents and expertise of his team, leading to increased innovation, improved problem-solving, and the continued success of Sheraton Zhuhai Hotel.

## **CONCLUSION**

### **Joseph To: A Visionary Leader Driving Excellence in the Hotel Industry**

Mr. Joseph To, the charismatic leader and Managing Director of Sheraton Zhuhai Hotel, exemplifies effective leadership in the hotel industry. Under his guidance, the hotel has

flourished into a renowned destination for luxury and sophistication. Mr. To's exceptional leadership qualities align with the key aspects of leadership in the hotel industry:

- **Vision and Strategy:** Mr. Joseph To develop a clear vision for Sheraton Zhuhai Hotel, positioning it as a pinnacle of luxury and sophistication in the market. His strategic decisions, based on a deep understanding of industry trends, have helped the hotel achieve a competitive edge.
- **Inspiring and Motivating the Team:** Mr. Joseph To's charismatic personality and positive attitude inspire the hotel staff to deliver exceptional service. He leads by example, fostering a culture of teamwork, collaboration, and employee engagement.
- **Guest-Centric Approach:** Mr. Joseph To understand the importance of placing guests at the center of operations. He instills a service-oriented mindset among the staff, encouraging them to anticipate and exceed guest expectations, leading to memorable experiences.
- **Employee Development and Training:** Mr. Joseph To invests in the professional development of his employees. He provides training opportunities, mentorship, and guidance, nurturing talent and promoting growth within the workforce.
- **Effective Communication:** Mr. Joseph ensures open and transparent communication channels among staff, guests, and stakeholders. He encourages feedback and maintains clear lines of communication, contributing to smooth operations and coordination.
- **Adaptability and Innovation:** Mr. Joseph To embraces change and encourages innovation. He fosters a culture where employees are empowered to think creatively and contribute ideas to enhance guest experiences and improve operational efficiency.
- **Financial Acumen:** Mr. Joseph To demonstrates strong financial management skills, optimizing revenue and profitability. He develops and monitors budgets, implements cost-control measures, and makes strategic decisions to drive financial performance.
- **Ethical and Responsible Leadership:** Mr. Joseph To upholds high ethical standards and promotes responsible business practices. He prioritizes sustainability, social responsibility, and the well-being of guests and employees.

In conclusion, Mr. Joseph To's leadership at Sheraton Zhuhai Hotel embodies the key aspects of effective leadership in the hotel industry. His visionary approach, ability to inspire and motivate the team, guest-centric mindset, employee development initiatives, effective communication, adaptability, financial acumen, and ethical responsibility have contributed to the hotel's success and reputation for excellence. Mr. Joseph To's exceptional leadership and charismatic personality have propelled the Sheraton Zhuhai Hotel to unparalleled heights of luxury and sophistication through its superior service management. His unwavering commitment to excellence, relentless pursuit of perfection, strategic vision, and genuine care for both guests and employees have positioned the hotel as a true industry leader. Under his guidance, Sheraton Zhuhai Hotel continues to exceed expectations, redefine the standards of luxury hospitality, and create extraordinary experiences that leave an impression on every guest.

### **Limitation and Future Studies**

While this study aims to provide valuable insights into the charismatic leadership of Mr. Joseph To and its role in orchestrating excellence at Sheraton Zhuhai Hotel, it is important to acknowledge certain limitations that may present opportunities for future research to further enhance our understanding of the topic. Generalizability is a key limitation of this study. The findings are specific to Mr. Joseph To's leadership style and its impact on the Sheraton Zhuhai Hotel. Therefore, they may not be directly applicable to other hotels or organizations with different leaders, contexts, and resources. Future research could involve conducting similar studies on a broader sample of leaders in the hotel industry to compare their approaches to orchestrating excellence through charismatic leadership. Another limitation is the subjectivity of the data. This research relies on qualitative methods, such as interviews and observations, which can introduce subjectivity in interpreting the data. Future studies could consider incorporating quantitative measures, such as performance metrics or employee surveys, to provide a more comprehensive and objective analysis of the impact of charismatic leadership on organizational excellence. Future research can also explore additional avenues to build upon these limitations. Comparative studies could be conducted to analyze and compare the strategies and outcomes of charismatic leaders in different hotels or organizations. Investigating the long-term effects of charismatic leadership on employee engagement, customer satisfaction, and organizational performance would provide valuable insights. Additionally, exploring the specific behaviors and practices of charismatic leaders that contribute to orchestrating excellence could further enrich our understanding. Furthermore, future research can delve into the development and training of charismatic leadership skills in the hotel industry. This could include examining leadership development programs, identifying best practices for cultivating charismatic leadership qualities, and exploring the impact of training interventions on leadership effectiveness. By addressing these limitations and pursuing these avenues of research, we can deepen our knowledge of charismatic leadership and its role in orchestrating excellence in the hotel industry. This would contribute to the continuous improvement of leadership practices and the overall success of organizations in delivering exceptional experiences to guests.

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