



Ethical leadership in a morally driven hospitality organisational culture

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Abstract

Ethics is clearly an important component of sustainable business operations. In hospitality businesses practices, the operators of for example, hotels, are expected to uphold business practices that are both honest and also just as they strive to maximize profits. Hotel managers are expected to provide ethical leadership, and promote an organisational culture in which 'doing the right thing' becomes the natural course of action irrespective of other factors which may promote the justification of ethical malpractices.

Today's hospitality industry is highly competitive, and it is often the case that intense competition between diverse brands can lead to compromises in hotel ethics. Where there is no ethical role-modelling and generally a lack of ethics and integrity in hotel operations, this invariably leads to decreased trust in management and sets the tone for a rapid downward spiral in business performance. Managers and employees, due to the often exhaustive face-to-face exchanges with guests, face a range of ethical dilemmas in their daily operations. The article surveys ethical hotel leadership in relation to organizational culture and how this can promote integrity, honesty, trustworthiness, reputation, customer loyalty, fair practices, environmental sustainability, and respect for others. Suggestions are offered on the many benefits of ethical leadership for hotels and other hospitality businesses, irrespective of size. The purpose of this review was not to extend the preceding literature review, but rather to look at the factors and constructs which may impact on ethical behavior in hotels and to offer recommendations.

Keywords: Ethical, leadership, hospitality industry, organizational culture, sustainability

Introduction

This article considers apposite literature on ethics, issues and related challenges. An in-depth examination of relevant literature and a narrative review was conducted to elucidate both primary and secondary sources including books, research reports, journal articles, magazines, conference papers and various internet materials. The researcher examined various theories and frameworks available in order to obtain an enhanced understanding of the notion of ethics as it relates to business issues. Thus, a holistic understanding is offered underwritten by prevailing practices and challenges.

The word ethics is derived from the Greek word *ethos* which means 'character or custom' (Shaw & Barry, 1995). Social ethics had its roots in Classical Hellenic society, and was based on simple rules to guide civilized living. It could and indeed, did differ from one society to the next. Likewise, in the business world, ethical values differ from one business to the next. What does remain constant however, is the common basis of justice and fairness towards all stakeholders. "Ethics" is however currently a word, which is bandied about rather liberally in the business world. Many



businesses have been ripped apart by some or other business scandal, and this has had a huge impact their stakeholders. Employees', customers, suppliers, government and the community at large demand that all businesses conduct themselves in the 'right way'. Many businesses thus find themselves increasingly pressurized to focus on business ethics, rather than simply be driven by the need to increase short-term profits and the 'bottom-line'. Businesses in South Africa and indeed in the global arena, are now more obliged than ever before, to adopt an inclusive relationship with all stakeholders, and to realize the right thing to do is to respond to shifting social values favouring fairness and ethical conduct as a matter of course..

In Socrates *Republic*, the "Guardians" are leaders who view their high office in terms of their social responsibility. It is incumbent upon them to serve society by promoting ethical practice (Gini, 1997). Aristotle taught his students, including Alexander the Great, that virtue includes the proper function (*ergon*) of a thing. He also articulated the notion that humans have a purpose which is specific to them. this purpose must be an activity of the *psychē* (usually translated as soul) in accordance with reason (*logos*). Aristotle also identified this most advantageous activity of the soul to be the aspiration of all human conscious action, *eudaimonia*, generally translated as "happiness" or "well-being". If humans wish to be happy in their lives they require a good character (*ēthikē*) and must also possess virtue (*aretē*) in their dealings with others. *Aretē* is generally translated as being moral, ethical and virtuous (Bartlett and Collins, 2011). He discussed with his students how commerce in general should be conducted in an honorable manner and taught on wealth accumulation, the use of money and its value for society. He frowned upon usury as indeed did Adam Smith, who in his *Wealth of Nations*, had a great deal to say about business ethics.

Aristotle suggests in his *Nichomachean Ethics* that morality is not simply learned by reading about it, but by witnessing the behaviour of a morally sensitive person who serves as a role-model. From a philosophical perspective, role-modelling is not enough to satisfy the basic needs of an ethical business at either the normative or descriptive levels. The primary paradigm of evaluation is always the self in relation to others. We should be basically always acting on the behalf of the interests of others (Gini, 1996), but sadly do not. The expectations of customers are thus not met. Adam Smith, also the author of *The Theory of Moral Sentiment*, expresses the opinion that one cannot purport to be human without having a moral sense (Young, 2001).

In the world of the 21st century, the media are replete with case after case of ethical malpractices which are for the most part, attributed to poor leadership in all types of organizations, both in the private and public sectors. Gill (2011), asserts that the poor ethics that is evident due to leaders failing to be apposite role-models when it comes to ethical issues in the workplace and beyond. In essence, there is a rot creeping into organizations based on the narcissistic ethic of self-preservation and the 'me, myself and I' mentality pervading the workspaces in society. Adherence to the laws of a country and also to the regulations relating to business conduct therein, is not enough. What is required is a mindset pervading the workplace, which exudes and ambience of ethical leadership and ethical practice in general, first and foremost, and not the quest for profit maximization at all costs. Ethical issues are always existing in organisational life where numerous stakeholders, interests and values may conflict with each other and where laws are indistinct.

An organization cannot hope to be sustainable in the absence of ethical leadership. It is after all the leaders in all echelons of the hierarchical organizational matrix that should be setting the tone for ethical practices. A business that behaves ethically is differentiated from others by the public at large and is able to gain a strategic competitive advantage in the marketplace by not only communicating its values to its stakeholders but also by its actual behaviour. Robbins et al. (2005), state that organizational culture comprises the shared values, beliefs, or perceptions held by employees within an organization or in an organizational unit. It generally reveals the values,



beliefs and behavioral norms that are used by the organization's employees to provide significance to the situations that they face, and it can influence their general outlooks and conduct (Scott-Findlay & Estabrooks, 2006). People generally conflate ethics and morals and often believe that they refer to the same thing and thus use the terms interchangeably (Nicolaidis, 2015). Ethics is the study of standards for determining what type of behaviour is right or wrong. It resides in a branch of philosophy that notionally, rationally and realistically defines conduct and behavior as right or wrong, good or bad, and moral from immoral (McDonald & Zepp, 1990). Ethics then encapsulates the rules and standards that direct the moral behavior of individuals and also organizations. In business, applied ethics denotes moral deductions grounded on rules, standards, codes of ethics and role-model employees that help guide decision-making (Blok et al., 2015; Rönnegard & Smith, 2013).

Morality is essentially concerned with the effects of activities on other people. Morals are then judgments, standards and rules of good conduct derived from one's society, religion, culture, education and upbringing. Morals serve to guide people toward acceptable behaviour with respect to rudimentary values. Moral values however, are relative values that respect the value of the self and others. Moral values, include truth, liberty, philanthropy etc., have one thing in common and that is they protect or enhancing life in society, but they remain very relative values. "A person who knows the difference between right and wrong and chooses right is moral. A person whose morality is reflected in his willingness to do the right thing – even if it is hard or dangerous – is ethical" (McNamara, 2012).

Trevino (1986) considered that individual variables like one's ego strength, field dependence and locus of control and also the level of moral development and situational variables like the individuals immediate job context, organizational culture, and characteristics of the work performed are all important to consider (Naude, 2004). The relationships inside the industry and amongst employers and employees and other stakeholders can become toxic so that service quality levels plummet and this ultimately reflects in guests not returning for additional business conduct. A robust and ethical organizational leadership group across organisational lines are the constituents of efficacious hotels and it is they who build the ethical organizational culture that is required to support honesty and promote the desired ethically positive work outcomes and indeed positive organizational financial performance.

Ethical leadership has been shown to be positively associated with transformational leadership and indeed with the very transformational culture of a business (Nicolaidis, 2015). Thus ethical leadership tends to model the desired ethical behaviour to a hotel's employees and engenders an ambience in the workplace that is replete with integrity, credibility and respect. In addition, all stakeholders, irrespective of value to the hotel, are to dealt with within an ethical environment and this engenders trust so that especially the employees feel empowered to perform their jobs confidently and diligently (Yeh, R. 2012). Hotels should observe the laws and regulations relating to their operations but above all, demonstrate ethical practices within the wider social context.

Fritzche and Becke, (1984) associate ethical behaviour with the normative theories of ethics, while Yukl, (1989) elucidated that both organizational and individual factors are drivers of desired ethical behavior. Painter- Morland (2001) stresses that factors like employees' moral decision making skills, religion, culture, peer group pressure, and personalities as well as the nature of their position in an organisation, are some of the factors that affect how they behave in the workplace and beyond. Beck, et al., (2007) state that that the kinds of responses to ethical dilemmas are important for organizational sustainability.



Leadership and Organisational Culture

What is leadership exactly? Research has been conducted into whether or not certain aspects in management are in fact leadership (Denison et al., 1995; Denison, 1996). A study of the hospitality industry in the United States, found strong indications of discrepancies in the views of hotel managers, supervisors and employees regarding the managers' leadership abilities (Testa, 2001). Essentially the debate revolves around management roles (Bass, 1994; Trompenaars, 1998; Tayeb, 2005). Leadership qualities that are needed to make a good leader can vary considerably from business to business and in diverse situations. This is in fact a fundamental principle of leadership systems as developed by Blanchard and Hersey in the 1960s (Hooijberg, 1996). There are many definitions of leadership that have been presented by numerous modern intellectuals. Northouse (2015) has defined leadership as the process through which an individual can influence a group of employees to attain a common objective through enabling the needed individual and/or collective efforts. Ethics in the workplace is a communal and collective mindset and it is this collective mindset which obliges us to make correct choices about how we deal with others (Sartre, 1960). It is clear from the literature and from the daily newspapers that one reads, that even minor ethical lapses in a business can inculcate a corporate culture that is accepting of more egregious infractions (Nicolaidis, 2013).

Leadership is a power where a person has the aptitude to influence or change the values, beliefs, behaviour and especially the attitude of others (Ganta & Manukonda, 2014). If leaders are seen to be conscientious, and also to the liking of stakeholders, especially their employees, they are invariably linked to the notion of ethical leadership which augurs well for sustainability (Kalshoven, Den Hartog, & De Hoogh, 2011). Academics such as Carroll (2004) and Vitell (2003) have also carefully considered the state of global business ethics. They have painstakingly argued about the many challenges that business ethics is facing and is likely to face in the years ahead.

Cascio and Boudreau (2016:109) assert that the current worldwide business environment is labeled by authors with the acronym "VUCA" (volatile, unpredictable, complex and ambiguous). This implies that leaders in hotels need the right set of competencies in order to handle the persistent changes and uncertainty in the industry. Manning and Curtis (2015) assert that leadership is evident when has a social influence on others that ultimately results in positive change. According to Jackson and Parry (2008), say that leadership is a process through which leaders are able to use their skills and knowledge to lead and align employees towards a desired organizational direction based on organizational aims and objectives. Graetz et al., (2010) argue that leadership strategies adapt meet to current developments when required, and this is unlike management that simply adheres to the traditional way of doing things. Gill (2011) submits that true leaders shows the way and helps or persuade others to follow. The leader needs to have a clear understanding of the vision and mission of the organization, its many associate values and strategies and must be able to enable those that are led to participate in attaining the desired vision. Duffy (2012) stated that organization is a culture's moral agent, and it is responsible for its employees' comportment. This implies that the leader in a hotel, usually the General Manager, must be an apposite role model for employees. Hotels need to serve guests, and provide services that are morally acceptable on an ongoing basis and this requires that hotel managers should always be ethically oriented .

The roles and behaviour of a manager in a hotel are generally the results of both the national and organisational milieus, which impose certain demands and restrictions on the decisions they make, which are influenced by the organizational and national culture (Thomas & Peterson, 2015). Developing a healthy hotel organization environment by nurturing ethical awareness, practices, and behavior enhances employee satisfaction, is likely to reduce employee turnover



intentions, improve guest experience, and increases a hotel's bottom-line (Cheng et al., 2013). Business ethics is then indispensable in the hospitality industry because of the types of issues typically encountered in a hotel. Customer care, fairness, guest and employee trust, health and safety issues, equal treatment, exigency planning, individual and hotel responsibilities, emergency response mechanisms are only some hospitality industry matters related to ethics.

Trust is an indispensable factor in leadership for hotel leaders, given that their employees need to gain their confidence and can only do so if they trust their manager at whatever echelon of the organizational matrix. Each and every culture perceives the role of employer and employee to be different. Indeed, in many European and Asian countries, managers tend to spend much time cultivating their social relationship with employees so as to increase their effectiveness in an industry where guest expectations are always increasing. This is deemed the way to inspire both trust and loyalty in employees but clearly requires strong interpersonal skills and knowledge of cross-cultural differences. Essentially, it is the relationships in the workplace that are the "glue" which keeps employees and managers connected (Nicolaidis, 2006). The situational, or contextual, approach stresses the importance of situational factors, and it identifies links between certain situational factors and aptitudes needed for top-notch managerial performance (Thomas & Lazarova, 2014). A leader must thus clearly understand the situation and context within which he or she operates. Leaders must be fully cognizant of how their inspirational behaviors or the converse, can lead to an attributional effect in their followers. Ethical leaders usually have a well motivated group of committed and responsible employees who share their beliefs and also the core values of the organisation (Jung et al., 2010). Ethical leadership is clearly positively and suggestively associated with transformational leadership and it plays an arbitrating part in the relationship between desired employee outcomes and the organizational culture.

Christie, Barling, and Turner (2011), found that pseudo-transformational leadership can be viewed as a thing apart from transformational leadership due to one's attitude and behaviours, so when one acts poorly this serves something which breaks down motivation and trust. Leaders need to gain the trust of all employees if the latter are to perform their various tasks at optimum levels and serve with commitment (Lee & Tsang, 2013). Only once employees trust their leaders will changes in attitude be possible, because people will only follow a leader whom they trust to lead them and the organization effectively. Kirrane (1990) articulated that "altering people's values or souls isn't the aim of an organizational ethics program -- managing values and conflict among them is ...". Singh Apakdi and Vitell (1990) state that a Machiavellian manager identifies ethical problems as being less serious than other problems and may be less likely to take action to remedy and ethical deviation. This is where employees need to be carefully screened before being appointed to positions.

Like every organization, a hotel needs to enhance its performance by identifying and promoting individuals with leadership potential. While the mission of a hotel may be very well defined, the individuals with true leadership ability are generally alien. The management thus needs to identify and profile the qualities that they expect a leader to exhibit in line with the objectives of the business. In this regard a careful recruitment and selection of each and every employee is essential. Once selected, individuals with true leadership potential must be groomed so that they realize their potential in whichever department they may be employed. If roles are considered carefully, and are a mixture of leadership and management, a more objective specification of broader and more dynamic job functions becomes a reality. It is therefore less likely that individuals will be confused about management and leadership in hotels. Management is about directing and controlling a business according to firmly established principles while leadership is about steering new course for the business. What separates top leaders from weak leaders is



emotional intelligence (Goleman et al., 2001). This includes self-management and self-awareness as well as relationship management.

Managers who are strong leaders are acutely aware of their weaknesses and strengths and are empathetic. They are also able to keep their emotions in check and communicate well while able to build bonds and manage conflict situations well. More importantly they are able to motivate both employees and customers (Prastacos et al., 2002). Truly enlightened hotel managers will adapt their leadership style to conform to the norms of the society in which they operate. Only in this way can organizational effectiveness be optimized and productivity increase in the workplace (Gee, 2000). There is indeed some very impressive evidence of the role of organizational culture in improving performance (Denison et al., 2004; O'Fallon et al., 2005; Woiceshyn, 2011; Zahra, 1989). The omnipresence of an organizational culture necessitates that management recognize its foundational dimensions and its impact on employee-related variables, such as job satisfaction organizational commitment and performance.

Ethical leadership

Ethical leadership comprises of two basic elements. Ethical leaders must act and make ethical decisions and then it must be visible in the way leaders they interact with people on a daily basis, in their approaches and in the manner in which they lead their organizations. Where there is ethical leadership in place, growth and development of organizations can be discerned due to their good governance practices (Jacquart & Antonakis, 2014). Ali (2012), asserts that leaders are not created instantaneously and that much time and effort is involved in nurturing one's leadership skills and aptitudes, thus leadership development is an evolutionary process. A problem exists in hospitality enterprises in that there is insufficient involvement of leaders and managers in discussions concerning business ethics. More hotel leaders and managers must become involved in driving ethics in the workplace rather than just focusing on the bottom-line. Ferrell and Gresham (1985) state that individual and organizational factors are important and that ethical dilemmas emerge from the social and cultural environment.

Leaders in hotels and indeed in all businesses, play a critical role in launching a values-based organizational climate. Managing ethical values in the workplace legitimizes decision-making actions, reinforces the consistency and equilibrium in a hotel's culture. It also improves trust in relationships between individuals and fellow employees and guests and other stakeholders. This leads to enhanced quality service and products. Leaders such as managers thus need to convey the importance of ethical values to all their employees and establish what the expectations are when it comes to ethical conduct in dealing with all stakeholders (Grojean, Resick, Dickson & Smith, 2004). Ethics is a matter of values and related behaviours that need to be gradually inculcated into the workplace ethos. Values are determined through a process of ongoing reflection on what they represent and why they are critical. Hotel managers need to show resolve as they promote ethics which is in essence a process-oriented task. An astute manager soon comes to understand that the deliverables of typical management practices (planning, organizing, leading, controlling) are only perceptible depictions of what are in fact very process-oriented practices. Ethics needs to become engrained in the hotel's climate and influence all the employees in their daily practices (Gandz & Bird, 1989)

Ethical glitches in the hospitality industry mirror the challenges that increasingly tend to transpire in a cash-based, employee-intensive industry which is exacerbated by huge diversity and transformation issues, so that managers need to consider culture in all their dealings (Ayoum & Moreo, 2008). Managers today increasingly focus in looking for transaction blunders that infuriate guests, food-and-beverage larceny, Inventory theft, and even the odd unreported sale. Ethical



violations are not some new manifestation in the hospitality industry and was almost at epidemic proportions two decades ago (Ghiselli & Ismail, 1995). Leadership and management are used in an interchangeable fashion by many researchers and this is a problem as the terms have different meanings to different people. Indeed, it is apparent in many articles that the concept of leadership includes management skills. The leader is seen as the hotel manager who is the promoter of shared knowledge by his creation of an open culture and by his ability to manage collaborations in the micro and macro environments (Johnson, 2003). There must be a greater awareness of what occurs in different hotels under different situations in relation to how a manager's roles are integrated and overlap with leadership. This requires a balanced mix of business acumen and intelligence as well as spiritual strength and an ability to effectively face challenges like ethical dilemmas (Cheng, et al., (2013).

Leadership is perhaps too broad a concept for use in the hotel industry. It should in essence depend on the distinct role or roles of the individual manager concerned and on whether or not there exists a belief that a hotel is an enterprise that grows out of the immediate needs of its employees and the community at large. It is also suggested that more effective recruitment and selection of hotel employees be undertaken so as to alleviate the problem of employee turnover.

In South Africa, crime, dishonesty, theft, and fraud are some of the foremost problems for hotel managers. The industry faces many challenges in the area of ethics and doing the right thing is not always apparent. Very often, managers are called on to make speedy decisions and these could be incorrect in what are trying situations. Leaders must be seen to be virtuous individuals who do things and make decisions for the right reasons, both routinely and intentionally. This repetition and practice allow them to recognize tricky situations immediately and to position themselves accordingly (Gini & Marcoux, 2012).

Recommendations

The culture in a hotel makes available entrenched rules and procedures for behaviour and provide employees with a sense of belonging through a collective identity. It should be said however, that it is not only the hotel which wields moral responsibility but rather, the individual members of the hotel in the various departments. Thus the embedding of desired ethical standards in hotel's to an extent also emanates from the character of employees. Where carefully crafted codes of ethics and conduct are employed in an honest fashion, and where organizations comply with corporate governance regulations and requirements, sustainability is more likely. Where ethical leadership is evident and leaders are also trusted and have integrity, success and sustainability are almost certain to follow.

Hotels should make their corporate values known via their Codes of Conduct. These values should clearly spell out the goals and vision of the business and should be in the public domain. There should be an unambiguous commitment to all stakeholders concerning business conduct and the setting of minimum standards, the community at large and the workplace.

A carefully crafted code of ethics must exist and offer a clear vision and picture of integrity throughout a hotel organization. This vision must be accepted and owned by all employees especially the leader and the managers in all areas of operation. In some hotels a suitable reward system is part of policy and it is aligned with the notions of ethical conduct and integrity. When employees face ethical dilemmas or moral mazes, they need to be armed sufficiently well in order to do the right thing. Hotel managers cannot conceivably expect ethical behaviour from their employees if they are unethical themselves.



Ranken (1987) states that managers have a crucially important socialising influence role. They should thus Develop awareness and sensitivity to ethical issues and constantly demonstrate consistency between their ethical philosophy and the ethical behaviour which they exhibit. This means they need to carefully Integrate ethical guidelines into their decision making processes and create suitable mechanisms to resolve any ethical dilemmas which may arise. A code of ethics should specify the required ethical rules of operation. It is also vital to develop an ongoing discourse around the code's values as they relate to different departments in a hotel.

Behaving ethically must always suppose that a manager will refuse to carry out unethical policies. Before there is any recruitment of potential managers they must be assessed in terms of their integrity and ethics stances. This will reduce the likelihood of unethical practices later on. Managers need to have experiential awareness of the kinds of ethical dilemmas they could encounter and how to deal with these. Ethical leadership at all levels of operation and in all department sin a hotel helps uphold a moral course in what are currently turbulent times. Thus attention to ethics informs leaders and employees how to act unswervingly in tempting situations. Ethics in the workplace improves morale and motivates employees to perform optimally. Offering ethics training programmes will serve as a kind of indemnification policy as they will guide employees in shaping a code of ethics that is workable and easily understood.

When hotels such as those in the Protea hotels (Marriot) group aligning their behavior with values this leads to honest effective marketing and public trust grows. The hospitality industry is among the fastest growing economic sectors globally and it is currently a multi-billion dollar industry. Marriot is a leader in this industry and offers superb service and the ethical spirit exuding its properties is second to none. Protea Hotels by Marriott is a South African hotel and leisure group in South Africa. In December 31, 2018, it was the largest hotel company on the African continent, with 80 properties in nine countries with 8,265 rooms. One feels in a good space in their presence irrespective of which property is selected whether it be in Clarens, Stellenbosch, Cape Town or one of the Marriot's Principles of Responsible Business are indeed commendable and they are clearly committed to transparency and upholding the highest ethical standards.

Their goals include the following:

- Observe our fundamental values and ethical standards in everything we do in order to provide our associates with an honest and ethical work environment.
- Protect human rights within the company's sphere of influence and conduct our business in a manner consistent with the principles contained within the Universal Declaration of Human Rights.
- Distribute the company's Business Conduct Guide, in multiple languages, to all managers worldwide.
- Train our associates on the company's policies, including human rights and the protection of children, ethics, supplier conduct and anti-corruption laws.
- Research and understand potential business partners in order to maintain our integrity worldwide, including in those regions where corruption is considered prevalent (Marriot, 2015).

Conclusions

Paying greater attention to business ethics has considerably enriched society. A hotel's organization's culture is mirrored by what it values, the leading leadership styles, and the language used. Within this context, management and leadership complement each other equally and a person who is a manager should be a leader committed to the guests in a hotel as well as to employees and suppliers and the community at large. All employees will be viewed as



responsible for their actions and will have opportunity to be rewarded, based on merit. The recruitment process is the one which will attract suitable hotel job applicants from which a panel will select a suitable candidate. The external recruitment of suitable employees can be a total waste of time and money unless carefully considered by those doing the recruitment and selection. For a start, the hospitality has a poor image across the globe. What is needed first and foremost, is the creation of a positive awareness amongst especially school-going children that the industry is a worthwhile one to become involved in for a career. Industry also needs to adopt more effective selection techniques so that the candidates with strong management skills and leadership potentials can be selected (Boella & Goss-Turner, 2005). Managing ethics in the workplace offers great advantage for leaders and managers, in both moral and practical arenas. Managers when considering business ethics need to ask themselves what kind of leader do they want to be in their organization? What is it that they essentially accept as true about humankind? Why and indeed how ought they to lead through a strong moral compass in a globalized world in which the moral fabric is eroded daily by inter-alia corruption? How do they seek get the best out of their employees for the benefit of all stakeholders and consider the people, the planet and the profits with a mindset that enhances the prospects of sustainability? If managers have a better understanding of philosophy it will indeed serves a useful purpose in making them highly effective in what they undertake (Nicolaidis, 2014).

Sadly, many candidates fall by the wayside on the basis of their application forms and this is unsuitable given that the application form is probably the most unreliable selection tool. Hotel recruiters can and should try to make greater use of the internet as an interviewing tool. This is one area where potential employees can to an extent self-select themselves by answering carefully thought out questions. Such a planned recruitment and selection process which is not haphazard, would also mean that the huge labor turnover in the hospitality industry would be minimized (D'Annunzio-Green et al., 2002). A manager who is a leader will tend to value diversity and provide equal opportunity. He will select employees who share the values and vision of the board of directors and who are committed to grow the business by developing employees through education and training and skills development. Up to about 80% of a leaders development takes place on the job (Gary, 2003).

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