

A Systematic and Critical Review of Leadership Styles in Contemporary Hospitality: A Roadmap and a Call for Future Research

Abstract

Purpose - The overall purpose of this critical review is to provide an overview of leadership styles in the hospitality industry. It also demonstrates theories used in hospitality leadership styles research, identifies the main outcomes, and highlights gaps for future research.

Design/methodology/approach – We present a comprehensive review of the 79 articles on leadership styles in the hospitality context spanning over 13 years (2008–2020) and extend the scope in distinctive means.

Findings – Our review has demonstrated that leadership styles research in hospitality has made progress in the past 13 years; however, there are conceptual and empirical overlaps among different leadership styles in hospitality. There is a lack of research on antecedents and integrating theories in studies. Our review has revealed that several leadership styles have not been rigorously examined in hospitality research with their outcomes.

Research limitations/implications – The search strategy used to find articles published in WoS about leadership styles in hospitality was restricted to title to boost the accuracy of the subsequent literature.

Practical implications – By following the guidance presented in this review, we expect to advance and maintain hospitality leadership research to provide substantive insights into the context of hospitality leadership over the coming years.

Originality/value – The current study is one of the first to undertake a comprehensive understanding of various leadership styles in the hospitality context. We provide a comprehensive projected research agenda to demonstrate theoretical discourses and empirical research. Overall, our critical review presents a holistic idea of the focus of the prior studies and what should be highlighted in future studies.

Keywords Leadership styles, Systematic literature review, Hospitality, Hotels, Restaurants

Paper type Literature review

1. Introduction

Leadership is a concept that has been studied extensively in organizational and management sciences (Yamak and Eyüpoğlu, 2018). Leadership research has a lot of potential for developing interesting theories and policy consequences, but only if empirical studies are undertaken systematically (Hughes *et al.*, 2018). Sloof and von Siemens (2019) argue that organizational leaders have the right to make and implement decisions formally or informally. These decisions can affect their subordinates in an organization, therefore leaders should delegate and participate with their followers (Elkhwesky *et al.*, 2018; 2019; 2021).

Indeed, there are numerous leadership styles, such as transformational leadership (Khan *et al.*, 2020), transactional leadership, laissez-faire leadership (Sandstrom and Reynolds, 2020), and servant leadership (Karatepe *et al.*, 2020). The consequences of the leadership styles are different in term of organizational performance (Al Khajeh, 2018), employees attrition rates (Nanjundeswaraswamy and Swamy, 2014), and different levels of organizational commitment (Yahaya and Ebrahim, 2016). In the same vein, Rabiul and Yean (2021) called for extensive research on leadership styles in the hospitality context.

Studies in the literature support the importance of leadership for hotels (Patiar and Wang, 2020), employees (He *et al.*, 2019; Koo *et al.*, 2019), customers (Ghosh and Khatri, 2018), and communities (Jang *et al.*, 2017). For instance, Stavrinoudis and Chrysanthopoulou (2017) found that charismatic leadership is vital to hotel reputation, while Tarkang *et al.* (2020) concluded that ethical leadership is important for hotel employees trust and job commitment. In addition, transformational and authentic leadership styles are significant to hotel customer satisfaction (Baquero *et al.*, 2020).

Despite the increasing academic interest in leadership styles and the importance of creating a comprehensive review of the leadership styles literature in the hospitality industry and how prior studies have approached this topic and how it should be investigated in the future. To date, there is no systematic literature review for leadership styles research in hospitality including hotels, restaurants, resorts, motels, casinos, nightclubs, and food service operations. Prior systematic reviews have addressed other disciplines, such as nursing (e.g., Cummings *et al.*, 2008; Wong and Cummings, 2007) and with reviews mostly focusing on one leadership style, such as empowering leadership in hospitality and tourism management (see, Hoang *et al.*, 2021) and servant leadership (see, Eva *et al.*, 2019), especially in hospitality management (see, Bavik, 2020; Chon and Zoltan, 2019).

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2 Prior systematic reviews focused on the review of leadership in specific countries, such
3 as Spain (e.g., Bark *et al.*, 2014). Our review draws on recommendations from literature see
4 Bavik (2021), Chon and Zoltan (2019), and Hoang *et al.* (2021) who call for more reviews on
5 leadership in hospitality and tourism to understand theoretical frameworks, antecedents, and
6 consequences. In their review, Gui *et al.* (2021) affirmed that there is a need to conduct a review
7 on leadership styles such as servant leadership since few scholars have quantified the findings of
8 multiple studies and presented a quantitative approximation of the relationship between servant
9 leadership and follower achievements in the hotel industry.
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16 In a recent study about the origin, evolution, and themes in hospitality, Köseoglu *et al.*
17 (2021) identify topics of interest in hospitality management over the past 60 years. Although
18 leadership style does not appear in the set of interest topics, it is related to topics including
19 competitive advantage (Burke, 2018), employee and operations management (Huertas-Valdivia
20 *et al.*, 2019), finance (Patiar and Wang, 2016), sustainability practices (Jang *et al.*, 2017) and
21 innovation management (Slåtten and Mehmetoglu, 2015).
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27 Furthermore, during the last sixty years the hospitality industry is operating in a highly
28 uncertain environment; the need to investigate the leadership styles in this sector is urgent
29 (Kužnin and Walker, 2019; Rothfelder *et al.*, 2012). Given the extraordinary effects of extreme
30 events like the COVID-19 pandemic on hospitality firms, there is an added incentive for
31 researchers to focus more on providing evidence-based information that can assist management
32 in continuing operations in emergency situations (Köseoglu *et al.*, 2021).
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38 Given the importance of leadership style in hospitality management and gaps identified
39 in previous leadership literature, our review walks through the factors that give rise to each
40 leadership style. There are limited systematic reviews in the literature addressing leadership
41 styles in the hospitality industry, which has raised the need to conduct our systematic review to
42 indicate research outlets or journals that publish leadership style research in hospitality (Arici *et*
43 *al.*, 2021).
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49 The current study is one of the first to undertake a comprehensive understanding of
50 various leadership styles in the hospitality context. We provide an exhaustive projected research
51 agenda in order to exhibit theoretical and empirical research. Chiefly, our critical review
52 demonstrates a holistic idea of the focus of prior studies and what should be accentuated in
53 future studies. We explore the research contexts and design in hospitality research, illustrate the
54 dominant leadership styles in the hospitality research, indicate the theories utilized in hospitality
55 leadership styles research, and map the outcomes of each leadership style. Based on our review,
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2 a strategy for extending future studies that drives both theoretical and empirical development is
3 presented.
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6 Given that leadership styles could reduce the impact of the biggest problems associated
7 with the hospitality industry related to employees' rotation, performance and commitment, and
8 business management in a very uncertain context. There is a further need for sustainable
9 innovation in the sector. It remains necessary to map the present knowledge about leadership
10 styles in the hospitality industry and identify gaps that need to be addressed. With four
11 overarching questions in mind that embrace the four areas (CIMO framework) that contribute to
12 the advancement of knowledge in management and organizational studies (Denyer and
13 Tranfield, 2009), we identify and present gaps that need to be addressed to manage the main
14 challenges in the hospitality industry (Table 1).
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24 **2. The concept of leadership styles in hospitality**

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26 We review both positive and negative leadership styles in hospitality. Positive leadership styles
27 in this review include *pygmalion, spiritual, servant, authentic, transformational, transactional,*
28 *charismatic, empowering, leader-member exchange, environmental transformational,*
29 *responsible, ethical, democratic/participative, supportive, paternalistic, safety, service,*
30 *entrepreneurial, and seasonal,* while negative leadership styles include *bureaucratic,*
31 *autocratic, machiavellian, self-centered, nepotistic, and laissez-faire.*
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38 *2.1. The concept of leadership styles that have positive impacts in hospitality*

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40 *Pygmalion leadership* is a type of leadership that is important to motivate followers and their
41 effectiveness (Kim *et al.*, 2019). Based on Karakowsky *et al.* (2012), the Pygmalion effect refers
42 to increased subordinates' performance by increased supervisory expectations, it commences
43 with the optimistic prospects of a leader towards subordinates. The Pygmalion leader motivates
44 her/his subordinates to perceive themselves with these high expectations.
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50 *Spiritual leadership* is defined as “comprising the values, attitudes, and behaviors that are
51 necessary to intrinsically motivate oneself and others so that they have a sense of spiritual
52 survival through calling and membership” (Fry, 2003). In addition, *humor leadership* refers to
53 leaders' use of humor in the workplace as a work climate because they believe in the effective
54 role of humor. The leader develops a sense of humor, communicates with humor, uses non-
55 offensive humor, and enjoys and tells jokes (Decker and Rotondo, 2001; Koo *et al.*, 2019).
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2 There is a difference between *transformational leadership and servant leadership*. Stone
3 *et al.*, (2004) indicate that the focus of a transformational leader is on an organization through
4 building subordinates' commitment to organizational objectives, while the focus of a servant
5 leader is on followers and organizational objectives is the subordinate outcome.
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9 According to Bass (1990), *transformational leadership* means that a leader takes care of
10 the interests of his followers, motivates them, respects their mission and views, and makes them
11 take care of the interests of the group. The main characteristics of a transformational leader or
12 the four dimensions of transformational leadership are charisma or idealized influence,
13 inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1990;
14 Judge and Piccolo, 2004).
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21 *Servant leadership* is to nurture followers' interests and needs and direct their concern
22 toward the needs and concerns of others inside and outside an organization (Eva *et al.*, 2019).
23 Van Dierendonck (2011) highlights that the six key characteristics of servant leadership
24 behavior namely empowering and developing people, humility, authenticity, interpersonal
25 acceptance, providing direction, and stewardship.
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30 There is a common characteristic between *transformational leadership and charismatic*
31 *leadership*. Both of them focus on charisma. Charisma is defined by Waldman *et al.*, (2006) as a
32 relationship between an individual (leader) and one or more followers based on leader
33 behaviours combined with favourable attributions on the part of followers. Bass (1990) argues
34 that *transformational leaders* can achieve their goals by being charismatic to their followers to
35 influence them and build trust. One of the essential components of *charismatic leadership* is
36 personality, in addition to cognitive skills, interpersonal skills, business skills, and strategic
37 skills which are charismatic leaders' characteristics (Mumford *et al.*, 2007; Stavrinoudis and
38 Chrysanthopoulou, 2017).
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46 *Authentic leadership* can be considered as a part of *servant leadership*, as authenticity is
47 regarded as one of servant leadership behaviour characteristics (van Dierendonck, 2011).
48 Gardner *et al.* (2005) reveals that authentic leadership focuses on authenticity that must be
49 achieved by an authentic leader through self-awareness, authentic actions and relationships, and
50 self-acceptance. They also assert that an authentic leader must be characterized by transparency,
51 trust, openness, an emphasis on subordinates' development, and orientate towards worthy goals
52 and objectives.
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58 *Empowering leadership* can be considered as a part of *servant leadership* because one of
59 servant leadership behaviour characteristics is empowering and developing people (van
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2 Dierendonck, 2011). Empowering leadership is defined by Chiang and Chen (2020), as the
3 ability of a manager to set good examples for his/her followers, give them the chance to share in
4 decision-making, express concern for them, as well as guide and inform subordinates.
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8 Bass (1990) claimed that *transactional leaders* have some characteristics which include
9 contingent reward (one rewards good performance and achievements of employees),
10 management by exception (active) (i.e. the ability to search for deviations from standards and
11 rules and to take corrective actions), management by exception (passive), which means the
12 intervention in case standards are not met, and *laissez-faire* which refers to abdicating
13 responsibilities and avoiding making decisions. Contingent rewards and management (active) by
14 exception can be used to assess *transactional leadership* (Zopiatis and Constanti, 2012).
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21 *The leader-member exchange theory* views leaders as giving things of value to followers
22 in return for things of value to the leader. Further, followers who are supported by their leaders
23 and who are committed to the organization are more likely to be innovative (Basu and Green,
24 1997). There are other types of leadership associated with environmental and green practices.
25 *Environmental leadership* is the ability of a leader to mobilize and manage stakeholders inside
26 and outside an organization to accomplish organizational goals and vision associated with
27 environmental sustainability (Jang *et al.*, 2017). *Green transformational leadership* is defined as
28 “behaviors of leaders who motivate followers to achieve environmental goals and inspire
29 followers to perform beyond expected levels of environmental performance” (Chen and Chang,
30 2013; Mittal and Dhar, 2016).
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39 *Environmental transformational leadership* refers to managers who have a clear and strong
40 environmental vision, act as role models for subordinates by sharing their environmental values,
41 demonstrating the significance of sustainability, and taking actions related to environmental
42 problems, motivate followers by informing them about the future of work activities related to
43 environment and sustainability and building confidence in the capabilities of followers,
44 encouraging them to ask questions about the environment, discussing novel environmental ideas
45 with them, and providing their subordinates with training and development opportunities to be
46 able to handle diverse environmental problems as well as issues (Graves *et al.*, 2013; Kim *et al.*,
47 2020).
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55 *Responsible leadership* concentrates on the relationship of the leader with all
56 stakeholders of an organization with whom they engage in a beneficial dialogue with them
57 (Voegtlin, 2011), whereas *ethical leadership* is characterized by using a leader honesty and
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2 morals with subordinates. An ethical leader is reliable, outstanding, fair, and righteous in
3 making decisions (Tarkang *et al.*, 2020).
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6 The opposite of bureaucratic leadership, Machiavellian leadership, directive leadership,
7 and autocratic leadership is *democratic/participative leadership* which refers to a leader who
8 shares and delegates authority and gives their followers the chance to make decisions (Yamak
9 and Eyüpoğlu, 2018). Similarly, Ogbonna and Harris (2000) highlights that *a participative*
10 *leader* is a non-directive leader who gives their subordinates the opportunity to participate in the
11 decision-making process through subordinates' interventions to make a quality decision and
12 contribution. *Supportive leadership* concentrates on the leader who must be sympathetic,
13 amicable, and considerate of subordinates needs.
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21 Some leadership styles merge between respect, morals, and authority. *Paternalistic*
22 *leadership* can be defined as a combination of “strong discipline and authority with fatherly
23 benevolence and moral integrity couched in a ‘personalistic’ atmosphere” (Farh and Cheng,
24 2000). In this regard, benevolence, authoritarianism, and morality are the components of
25 paternalistic leadership (Tuan, 2018). According to Tsai (2008), *managerial leadership* consists
26 of *construction-style leadership and consideration-style leadership*. Regarding the construction
27 style, the focus of a leader is on the organizational framework and he/she demands their
28 followers to save specific levels of performance to achieve goals, whereas the leadership
29 approach concentrates on mutual communication, trust, and respect of a leader for their
30 followers.
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39 There are two leadership styles associated with the nature of gender, either male or
40 female. *Feminine leadership* is the use of female values in a leadership position to make
41 decisions, whereas *masculine leadership* is the use of male values (Guillet *et al.*, 2019).
42 Feminine values are characterized by “interdependence, cooperation, receptivity, merging,
43 acceptance, awareness of patterns, wholes and contexts, emotional tone, personalistic
44 perception, being, intuition, and synthesizing”, while male values are characterized by “self-
45 assertion, separation, independence, control, competition, focused perception, rationality,
46 analysis, clarity, discrimination, and activity” (Marshall, 1993).
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54 Due to the importance of health and safety in the workplace to both customers and
55 employees, *safety leadership* is now used. It is described as the implementation and
56 maintenance of high-level safety initiatives and operational safety standards. (Zhang *et al.*,
57 2020) and is significant for customers' and employees' health, hotel quality, and hotel safety
58 performance. The *service leadership* mindset of an organization is very important to survive and
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2 to accomplish customer satisfaction and loyalty (Gronfeldt and Strother, 2005). It can be defined
3 as “the culture that empowers an organization to strategize its promises, design its processes and
4 engage its people in a proactive quest for competitive advantage”.
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8 Entrepreneurial leadership, according to Pistrui *et al.* (2000), uses innovations to capture
9 opportunities while taking personal responsibility, managing risks, and empowering
10 subordinates to think and act independently in changing contexts. A steward leader is defined by
11 prioritizing the organization's and community's interests over his or her own personal interests
12 (Miller and Le Breton-Miller, 2006). Finally, due to the importance of satisfying seasonal
13 employees as permanent staff members, it is recommended to adopt *seasonal employee*
14 *leadership* (Arasli *et al.*, 2020) that is specifically directed for seasonal employees, takes care of
15 their needs and wants, and motivates them to come back again for the next season.
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22 2.2. The concept of leadership styles that may have negative impacts in hospitality

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24 There are some leadership styles related to authority and control. Guillet *et al.* (2012) argued
25 that *bureaucratic leadership* focuses on normative procedures and rules that must be followed
26 precisely and completely. In terms of the *autocratic leadership*, leaders have full decision-
27 making authority and organizational power (Yamak and Eyüpoğlu, 2018). Nyberg *et al.* (2011)
28 indicates that autocratic leadership means that the leader makes decisions in a dictatorial way
29 and forces values and opinions on their subordinates. *Directive leadership* is similar to
30 autocratic leadership where employees have no or little control and a leader has the dominant
31 influence on the organization (Clark *et al.*, 2009).
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39 *Machiavellian leadership* refers to a leader who concentrates on power and control and
40 develops his/her communications only with those who have the power or influence to assist
41 him/her to achieve success (Guillet *et al.*, 2012). In this vein, Nyberg *et al.* (2011) indicates that
42 malevolent leadership refers to a leader who is insincere, vengeful, unfriendly, moody, and
43 easily agitated, seeks to revenge when wronged, and acts negatively towards others.
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48 *Self-centered leadership* means that the leader prefers his/ her own company, avoids
49 people or groups, does not engage with others, works and acts separately from others, and
50 pursues to achieve his/ her own best interests (Nyberg *et al.*, 2011). *Nepotistic leadership* is
51 characterized as a decision-making bias in which a leader prioritizes people based on their social
52 network dynamics rather than their qualifications and experiences (Liu *et al.*, 2015).
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58 According to Bass (1997) and Judge and Piccolo (2004), *Laissez-faire leadership* is a
59 distinct type of leadership that is actually non-leadership, i.e., leadership without authority,
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1 ignoring accepting responsibilities, hesitating in taking actions and decisions, and the absence of
2 a person in assertive situations. *Laissez-faire leadership* may be considered as a part of
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4 a person in assertive situations. *Laissez-faire leadership* may be considered as a part of
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6 *passive/avoidance leadership* that can be measured by two factors; management by exception
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8 (passive) and laissez-faire behaviour patterns (Luo *et al.*, 2013; Zopiatis and Constanti, 2012).

9 10 **3. Methodology**

11 The overall purpose of this critical review is to provide an overview of leadership styles in the
12
13 hospitality industry, reveal its main outcomes, and highlight gaps for future research. **Table 2**
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15 and **Figure 1** illustrate the detailed systematic review process performed in our research within
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17 distinct phases, which was adopted from Chon and Zoltan (2019) and Yang *et al.*, (2017).

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19 To ensure comprehensiveness and to investigate studies related to leadership styles in the
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21 hospitality industry, we used the keyword “leadership” in combination with a set of keywords
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23 related with the sector (hotels, restaurants, hospitality industry, resort, motel, casino, night club,
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25 catering and food service business). This set of keywords allows reaching data saturation in the
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27 search of new papers (Saunders *et al.*, 2018). The search was performed in the web of science
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29 (WoS), one of the most well-known and well-established databases.

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31 We accessed WoS via the Egyptian Knowledge bank with their permission to access the
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33 studies for free. First, 172 articles were found in WoS database that do not restrict the
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35 publication year and were inspected to eradicate repetitions. the following eligibility
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37 requirements, as well as reviewing the abstract and each paper's findings, were included:

- 38 • The focus is on leadership styles in the hospitality industry.
- 39 • The English language is used.
- 40 • Easy access to article through EKB.
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45 79 studies published between 2008-2020 were suitable for the subsequent analysis. Each
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47 article from 79 was analyzed independently in detail by reviewing the abstract, literature,
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49 research methodology, results, and conclusion.

50 **INSERT TABLE 2**

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52 **INSERT FIGURE 1**

4. Review findings

The findings section has been divided into four primary areas to demonstrate our research questions. Precisely, we (1) indicate research outlets or journals publishing hospitality leadership styles research; (2) provide a review of research contexts and designs used in hospitality research; (3) illustrate the dominant leadership styles in hospitality research, and (4) review empirical work on hospitality leadership styles, focusing on theories used and outcomes, to map the nomological network. We provide and advocate an agenda for widening future study through both theoretical and empirical advancement based on a review of the findings.

4.1. Research outlets publishing leadership styles research in hospitality

Leadership styles research in hospitality has attained a base in multiple various outlets (see **Table 3**). The majority of the publications were published in hospitality journals, despite the fact that 18 papers were published in management and leadership journals such as International Journal of Contemporary Hospitality Management, International Journal of Hospitality Management, and International Journal of Hospitality Management, and Tourism Management gained the greatest number of publications, with 20, 6, and 5 publications, respectively.

Since 2008 (see **Fig. 2**), research on leadership styles in hospitality has been published in top-tier hospitality journals. Most researches were published during the year of 2019 and 2020, with 18 and 17 publications, respectively, which indicates the importance of leadership research in recent years in comparison with the period from 2008-2018.

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INSERT TABLE 3

4.2. Research contexts and designs in leadership styles research in hospitality

Table 4 classifies the papers into categories based on their use in the hospitality business. The majority of the articles were about hotels. (87.3%), followed by restaurants (5%). Six studies (7.7%) shared a sample from more than one hospitality sector, hotels and restaurants, hotels and golf clubs, hotels and resorts, hotels and catering companies, lodging and foodservice. None of the studies were conducted in motels, casinos, and convention sectors.

INSERT TABLE 4

Table 5 summarizes the areas and samples of qualitative, quantitative, and mixed-method studies. The majority of the studies were conducted in China (34.2%), followed by the USA (6.3%), India (5%), Spain (5%), and Australia (5%). Only eight (10%) studies were

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2 conducted in the Middle East (Egypt, Turkey, Palestine, Iran, and Jordan). All articles (100%)
3 are empirical with 71 (89.9%) using a quantitative methodology. All quantitative studies used
4 surveys for data collection. Only five (6.3%) studies were qualitative, and three (3.8%) studies
5 used a mixed-method approach. The majority of the studies obtained the sample from only
6 employees or managers and from supervisors with their subordinates. Only three articles
7 included customers in the sample with managers or employees or/and supervisors.
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13 All studies (n=5) that employed a qualitative approach, investigated transformational
14 leadership, servant leadership, charismatic leadership, service leadership, or feminine and
15 masculine leadership. While all studies (n=3) that employed a mixed-method approach,
16 investigated transformational leadership, servant leadership, transactional leadership, laissez-
17 faire leadership, or employee seasonal leadership.
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24 25 *4.3. The dominant leadership styles in hospitality research*

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27 The leadership styles across the extracted hospitality studies were very diverse.
28 Transformational leadership (25.6%) was the most researched topic, followed by servant
29 leadership (12.4%), transactional leadership (10.6%), laissez-faire leadership (Non-transactional
30 or Non-leadership) (6.2%), empowering leadership (5.3%), charismatic leadership (4.4%), and
31 authentic leadership (4.4%). Other less researched leadership styles are shown in **table 6**.
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36 **INSERT TABLE 6**
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38 39 *4.4. Nomological network of leadership styles research in hospitality*

40 41 *4.4.1. Theories utilized in leadership styles research in hospitality context*

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43 The theoretical structures of empirical studies on hospitality leadership essentially draw from a
44 number of theories which include social exchange theory (16.2%), transformational leadership
45 theory (7.6%), servant leadership theory (6.7%), conservation of resources theory (5.7%), social
46 learning theory (4.8%), self-determination theory (4.8%), path-goal theory (2.9%), full-range
47 leadership theory (2.9%), and upper echelon theory (2.9%) (See **Table 7**).
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51 52 *Social exchange theory (SET)*

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55 SET is one of leading theories in hospitality leadership styles research. The basis of SET is
56 the norm of reciprocity which refers to the mutual exchange of gratifications (Gouldner, 1960).
57 Through a mediating mechanism of employee work engagement, SET has been utilized to
58 explain how paternalistic leadership improves extra-role customer service. Furthermore,
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2 paternalistic leaders can engage the social exchange relationship between employees and a
3 business by beneficent or ethical actions rather than dictatorial behaviors (Tuan, 2018).
4 Paternalistic leadership is defined as "a leader who wields power with fatherly benevolence and
5 moral integrity while operating in a 'personalistic' environment" (Farh and Cheng, 2000).
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9 A study of Jang and Kandampully (2018) was also based on SET to explain how
10 employee's turnover intention is influenced by their perception of *servant leadership*, through
11 the mediating role of affective organizational commitment. Karatepe *et al.* (2020) highlights that
12 SET provides guidance for interpreting the association between *servant leadership* and
13 innovative behavior. The focus of a servant leader is on subordinates and organizational
14 objectives are the followers' outcome (Stone *et al.*, 2004).
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21 Drawing on SET, Wu and Chen (2015) investigate the relationship between *empowering*
22 *leadership*, employee psychological contract fulfillment, employee knowledge exchange, and
23 service performance. Empowering leadership is to give followers the chance to share in
24 decision-making, express concern for them, and guide and inform subordinates (Chiang and
25 Chen 2020). SET was also adopted by Tarkang *et al.* (2020) to develop links between *ethical*
26 *leadership* and trust in leaders, affective commitment, and deviance behaviours toward the
27 organization. Ethical leadership is to use honesty, reliability, fairness, and morals with
28 subordinates (Tarkang *et al.*, 2020).
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35 *Transformational leadership theory*

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37 Based on transformational leadership theory (Bass, 1990; Judge and Piccolo, 2004), the four
38 dimensions of transformational leadership are charisma or idealized influence, inspirational
39 motivation, intellectual stimulation, and individualized consideration. Bass (1990) argues that
40 transformational leaders can achieve their goals by being charismatic to their followers to
41 influence them and build trust. Based on this theory, Quintana *et al.* (2015) investigates the
42 association between transformational leadership, transactional leadership, and laissez-faire
43 leadership, and employee outcomes, which include perceived efficiency, satisfaction, and extra
44 effort. The association between transformational leadership, and job stress and job burnout
45 (Salem, 2015), and employee burnout and intention to quit has also been studied (Reddy and
46 Mehta, 2019).
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54 *Servant leadership (SEL) theory*

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56 In a recent review of the current state of hospitality leadership styles research, SEL theory has
57 been used extensively (e.g., Ghosh and Khatri, 2018; Huang *et al.*, 2016; Karatepe *et al.*, 2020;
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Ling *et al.*, 2016; Qiu and Dooley, 2019; Ruiz-Palomino *et al.*, 2019), this may be because servant leadership has many positive outcomes for organizations, customers, and communities. According to Liden *et al.* (2014), SEL theory focuses on a tenet of that servant leaders guide and direct their subordinates to emulate the leader's behaviours by prioritizing the needs and concerns of others over their own.

Additionally, SEL theory is based on setting goals, empowering and developing people, making work meaningful, providing direction, and expressing humility, authenticity, interpersonal acceptance, and stewardship. Empowering leadership is considered as part of SEL theory, which takes care of empowering people by giving them the authority to increase their intrinsic motivation; they are responsible for achieving organizational goals (Van Dierendonck, 2011).

Conservation of resources (COR) theory

In hospitality leadership styles research (see Ali *et al.*, 2020; He *et al.*, 2019; Wu & Chen, 2019) and organizational psychology, the COR theory is one of the most often recognized theories (Hobfoll *et al.*, 2018). According to the COR theory, people attempt to protect, obtain, grow, and retain resources (e.g. supportive work practices, supportive leaders, feedback) in order to prevent losing valuable resources that might lead to mental illness, stress, and burnout (Eva *et al.*, 2019, Hobfoll, 1989; Hobfoll *et al.*, 2018). Furthermore, these resources assist them to successfully contribute in the work environment. Hobfoll (2002) claims that resources may be psychological, social, or material.

Drawing on COR theory, Ali *et al.* (2020) develops a model consisting of *spiritual leadership* and its association with workplace ostracism directly and indirectly through social support and the moderating influence of employee justice orientation between spiritual leadership and workplace ostracism. Spiritual leadership concentrates on motivating people (Fry, 2003). Furthermore, He *et al.* (2019) proposes that *responsible leadership* is important for task performance, through a mediating mechanism for employee well-being. Responsible leadership focuses on the ability of leaders to engage in a beneficial dialogue with all stakeholders of an organization (Voegtlin, 2011).

Tarkang and Ozturen (2019) draw on COR theory and SET to develop the relationships between *ethical leadership*, trust in leaders, affective commitment, and deviance behavior, while Wu and Chen (2019) use SLT and COR theory to investigate the association between *authentic leadership*, collective mindfulness, collective thriving, and prosociality at the collective level. The latter is viewed as social resources which can be invested and inspired to promote

1
2 prosociality (helping behaviour and proactive customer service behaviour) in hotels, whilst
3 based on *SLT*, they proposed the association between *authentic leadership* and collective
4 thriving. Authentic leadership concentrates on authenticity that could be achieved by a leader
5 through self-awareness, authentic actions and relationships, and self-acceptance (Gardner *et al.*,
6 2005).
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10 *Social learning theory (SLT)*

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13 SLT has supplied an influential basis for leadership styles studies in the hospitality industry.
14 Bandura (1971) claims that people can acquire new behaviours through experiences or
15 observing others, in addition to punishing and rewarding individuals after actions can influence
16 their behaviours. In this vein, leaders' behaviors in dealing with others are very critical to affect
17 their followers in the workplace (Tuan, 2018).
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23 SLT has been used to explicate how *paternalistic leaders* improve extra-role customer
24 service, through the mediating role of employee work engagement (Tuan, 2018) and to explain
25 how *servant leaders* influence their employees' personal social capital in terms of bonding
26 (networks linking employees of a similar kind) and bridging (networks linking agents of
27 different kinds), through fostering social interaction with peers inside and outside the group
28 (Zoghbi-Manrique-de-Lara and Ruiz-Palomino, 2019). More recently, Karatepe *et al.* (2020)
29 highlight that SLT is the theoretical focus to investigate the mediating role of climate for
30 creativity in the association between *servant leadership*, managerial innovation and innovative
31 behaviour.
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39 *Self-determination theory (SDT)*

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41 According to Deci and Ryan (1985), SDT claims that the determinants of behaviours are
42 autonomy, control, motivation. SDT argues that there are two types of autonomous motivation:
43 intrinsic and extrinsic. Intrinsic motivation relates to experiencing activities as interesting and
44 satisfying, while autonomous extrinsic motivation relates to experiencing activities that are not
45 as interesting, nonetheless, they are personally important for one's self-selected aims and
46 purposes. Both types are related to performance, satisfaction, trust, and well-being in the
47 workplace (Gagné and Deci, 2005).
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54 Drawing on SDT (Deci and Ryan, 2002), autonomy, competence, and relatedness are
55 job-related needs of individuals. These needs provide the basis to describe an organization as
56 supportive or antagonistic to humans. SDT conceives of humans as active, growth-oriented
57 organisms, who innately seek and engage challenges in their environments, attempting to
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2 actualize their potentialities, capacities, and sensibilities. Additionally, SDT focuses on
3 individual motivation and self-determination. Moreover, autonomy is important to motivate
4 employees to do their tasks and participate in activities.
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8 Recently, Zhang *et al.* (2020) state that SDT proposes that self-intrinsic motivation and
9 external environmental information underlie people's behaviours. This study was based on SDT
10 to investigate the relationship between *safety leadership* and employee safety behavior, through
11 mediating mechanism of perceived severity and perceived susceptibility. Adopting and
12 maintaining high-level safety strategies and operational standards is the responsibility of safety
13 leadership (Zhang *et al.*, 2020). Chiang and Chen (2020) investigate the association between
14 *empowering leadership*, and voice behaviour and knowledge sharing, via the mediating
15 mechanism of job autonomy. Kim *et al.* (2020) illuminate why employees may prefer to engage
16 in eco-friendly behavior based on SDT.
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23 24 *Path-goal theory (PGT)*

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26 PGT (House and Mitchell, 1975) states that “a leader's behavior is important for good
27 performance as a function of its impact on subordinates' perceptions of paths to goals and the
28 attractiveness of the goals. When leader behavior clarifies these goals or makes them more
29 attractive we would expect the satisfaction, performance and leader acceptance to increase. The
30 specific relationship between leader behavior and these criteria (satisfaction, performance, and
31 acceptance) will depend upon the personality of the subordinate and the existing task
32 environment” (House and Mitchell, 1975). PGT suggests that managers will do the best effort to
33 achieve organizational goals if they are sure they will be recognized and receive rewards. These
34 incentives, such as salary, bonus, and promotion, will motivate them to engage with their work
35 sincerely (Patiar and Wang, 2020).
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44 45 *Full-range leadership theory (FRLT)*

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47 Luo *et al.* (2013) examined the structure and effect of the FRLT in the context of the hotel
48 industry. They claimed that the FRLT is made up of the two principles of transformational and
49 transactional leadership, as well as laissez-faire leadership. FRLT was selected as a framework
50 of the study of Rothfelder *et al.* (2012) who examine the impact of different leadership
51 behaviours (transformational, transactional, and non-transactional leadership or laissez-faire) of
52 hospitality managers on employee job satisfaction.
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Upper echelon theory (UET)

Hambrick and Mason (1984) indicated that UET states that “organizational outcomes-strategic choices and performance levels-are partially predicted by managerial background characteristics”. In this regard, functional area background, educational background, and formal management training are significant aspects of leadership that impact the decisions and the organizational success (Hambrick and Mason, 1984; Yamak and Eyüpoğlu, 2018). In the UET context, firm outcomes are reflections of the values of powerful actors within firms. The UET can help articulate and disentangle the relationship between CEO servant leadership and firm innovativeness (Ruiz-Palomino *et al.*, 2019).

INSERT TABLE 7

4.4.2. Outcomes of each leadership style in the hospitality context

The majority of empirical articles on leadership styles in hospitality have focused on the outcomes of adopting a leadership style and the impact on stakeholders. The predominant viewpoint of these interactions and related studies are shown in **Appendix 1**.

Transformational leadership

The relationship between transformational leadership and job satisfaction (Quintana *et al.*, 2015) is the most scrutinized association in the transformational leadership research. Likewise, a growing body of research has linked transformational leadership to organizational commitment (Luo *et al.*, 2017). Some of the less investigated relationships in the transformational leadership research are the association between transformational leadership and employee civic virtue behavior (Khan *et al.*, 2020), customer satisfaction (Baquero *et al.*, 2020), perceived supervisor support (Chen and Wu, 2020), and employee reactions (Katou *et al.*, 2020). Additionally, transformational leadership has been noticed to be negatively correlated to employee burnout (Reddy and Mehta, 2019).

Servant leadership

Given the importance of servant leadership, it is not unexpected that servant leadership is retrieved to be positively correlated to a broad range of outcomes in the hospitality industry. These include innovative behavior and creativity climate (Karatepe *et al.*, 2020), employees' personal social capital (Zoghbi-Manrique-de-Lara and Ruiz-Palomino, 2019), firm innovativeness (Ruiz-Palomino *et al.*, 2019), and leader-member exchange (Wu *et al.*, 2013). However, these relationships are less examined in hospitality research. The most commonly

1
2 examined relationship in servant leadership research is the relationship between servant
3 leadership and service quality (Ghosh and Khatri, 2018; Qiu *et al.*, 2020).

6 *Transactional leadership*

8 A promising research has revealed that transactional leadership is certainly associated with
9 department performance (Patiar and Wang, 2020) and return on assets (Tran, 2017). Most
10 research on transactional leadership has investigated its impact on employees. It has been found
11 that transactional leadership has been found to be positively associated with employee perceived
12 efficiency (Quintana *et al.*, 2015) and employee extra effort (Luo *et al.*, 2013). In distinction,
13 transactional leadership is negatively associated with organizational commitment (Dai *et al.*,
14 2013).

21 *Laissez-faire leadership*

23 Prior works have found that laissez-faire leadership is negatively related to employee perceived
24 efficiency (Quintana *et al.*, 2015), positive psychological capital (Şeşen *et al.*, 2019), and group
25 effectiveness (Whitelaw, 2013). This is due to laissez-faire is actually non-leadership which
26 means avoidance of leadership, neglect of responsibilities, reluctance to make decisions, and
27 absence of the person in situations needed (Bass 1997; Judge and Piccolo, 2004).

33 *Empowering leadership*

35 Our literature search found that empowering leadership has a wide-ranging of job-associated
36 outcomes. These comprise employee job autonomy, knowledge sharing (Chiang and Chen,
37 2020), service-oriented employee behaviors (Lin *et al.*, 2019), management innovation, climate
38 for creativity (Hassi, 2019), employees' service innovative behavior, creative improvisation self-
39 efficacy (Wihuda *et al.*, 2017), and Knowledge exchange (Wu and Chen, 2015). However,
40 empowering leadership is adversely associated with employees' job satisfaction because
41 empowerment may add unwanted duties and responsibilities to the job (Clark *et al.*, 2009).
42 Overall, it is obvious that from our literature search, not all outcomes of empowering leadership
43 have been investigated more than one time.

51 *Charismatic leadership*

53 Even though a number of studies (N=5; % 4.4) have investigated charismatic leadership in the
54 hospitality industry, only a few have focused on charismatic leadership outcomes. For example,
55 charismatic leadership is positively linked with hotel reputation (Stavrinoudis and
56 Chrysanthopoulou, 2017). Tromp and Blomme (2014) conclude that charismatic leadership is
57 not correlated with strain-based negative work-home interference. Other scholars study
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1 antecedents of charismatic leadership. Yamak and Eyüpoğlu (2018) examine the relationship
2 between demographic characteristics of hotel managers and charismatic leadership, and find no
3 significant association. Kozak and Uca (2008) conclude that there is a significant link between
4 organizational factors, environmental factors and managers' leadership styles including
5 charismatic leadership. Eventually, one study is qualitative and does not demonstrate
6 statistically significant outcomes for charismatic leadership (Piuchan and Prachansit, 2019).
7 Charismatic leadership consequences need to be explored in future research.

14 *Authentic leadership*

16 Considering the authentic leadership outcomes, our review illustrates that previous scholars
17 reveal its positive link with customer satisfaction (Baquero *et al.*, 2020), employee deep acting
18 (Wang and Xie, 2020), customer-oriented organizational citizenship behavior (Qiu *et al.*, 2019),
19 and collective mindfulness (Wu and Chen, 2019). Researchers have recently shown that
20 authentic leadership is negatively linked with employees' perceived job insecurity, employee
21 surface acting (Wang and Xie, 2020), employee cynicism, and job search behaviour (Megeirhi
22 *et al.*, 2018). Our review suggests that authentic leadership research is a nascent topic because
23 the first published article is 2018 (Megeirhi *et al.*, 2018).

24 Our review demonstrates the leadership styles that have not been rigorously examined in
25 hospitality research with their outcomes. These include *democratic, feminine and masculine,*
26 *managerial, spiritual, environmental, Machiavellian, bureaucratic, environmental-*
27 *transformational, green transformational, supportive, directive, malevolent, self-centered,*
28 *seasonal employee, responsible, safety, service, paternalistic, humor, and Pygmalion*
29 *leadership.*

30 **INSERT APPENDIX 1**

31 **5. Agenda and call for future research**

32 **Fig. 3** maps the key findings extracted from the review. Drawing on the traits and patterns
33 detected from the review, recommendations are presented for forthcoming studies. This section
34 aims to provide an inclusive synopsis of future research potentials of leadership styles, thereby
35 providing important clues for scholars who desire to further examine leadership styles in
36 hospitality (see **Fig. 4**).

37 **INSERT FIGURE 3**

38 **INSERT FIGURE 4**

5.1. New research line 1: Antecedents

The majority of empirical articles on leadership styles in hospitality have focused on the consequences of adopting a leadership style and the impact on stakeholders, but the antecedents of leadership styles are scant in hospitality literature. Yamak and Eyüpoğlu (2018) investigate the relationship between demographic characteristics of hotel managers and autocratic, democratic, laissez-faire, and charismatic as leadership styles.

In addition, Kozak and Uca (2008) examine the link between organizational factors and managers' leadership styles including autocratic, democratic, laissez-faire, and charismatic leadership. In this regard, Zopiatis and Constanti (2012) study transformational, passive/avoidance, and transactional leadership styles and their correlation with the personality traits of extraversion, openness, agreeableness, conscientiousness, and neuroticism.

Given the apparent gaps in previous works, our review recommends exploring factors that give rise to each leadership style. Based on Sharma and Kirkman (2015), we propose to investigate the effect of leader power distance orientation, personality trait of narcissism, leader uncertainty avoidance orientation, leader collectivism orientation, and leader job stressors (antecedents) on leadership styles in hospitality. Antecedents of leader behaviour could be organizational culture, policies, and team culture (Eva *et al.*, 2019) that need further investigation.

Our review affirms that the antecedents of leadership styles in hospitality demands scholarly attention. These antecedents or factors may include culture, education, training, gender, personal traits, age, years of professional experience, managerial position, and emotional intelligence. Our review suggests duplicating studies of Kozak and Uca (2008), Yamak and Eyüpoğlu (2018) and Zopiatis and Constanti (2012), in different cultural contexts; this could result in promising findings as due to the diversity in hospitality industry across countries. Moreover, the direct effect of antecedents investigated in their research has not been empirically proven yet in other studies. We also agree with the recommendation of Chon and Zoltan (2019) who advise to examine the effect of formal leadership education and leadership training in hospitality on servant leaders' behaviours.

5.2. New research line 2: Advancing research contexts and design in leadership styles research

It is acknowledged that there are several shortcomings in research contexts of leadership styles research in hospitality. Several studies examined were conducted in China and USA. There very limited studies on leadership in hospitality from the developing and emerging nations as well as

1 other developed countries, such as Turkey, South Korea, Egypt, Italy, Germany, and Greek.
2 These destinations are important in the international tourism and hospitality sector.
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4 Additionally, most of the leadership studies have been conducted in hotels. Future research
5 should consider resorts, leisure, conventions, motels, and restaurants, specifically small and
6 medium enterprises, targeting multiple sources including employees, customers, and managers.
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11 In order to handle the weaknesses of the study designs, our review suggests integrating
12 qualitative methods (e.g., focus group, case study, ethnography, interview, observation, and
13 Delphi technique) and quantitative methods (e.g., questionnaire, secondary data analysis, and
14 experimental design). This will allow for more in-depth data related to leadership styles in
15 hospitality (e.g., service leadership, paternalistic leadership, safety leadership, environmental
16 leadership, responsible leadership, humor leadership, Pygmalion leadership) from contexts such
17 as restaurants, hotels, or resorts. This is also important to avoid criticisms directed to tourism
18 research for favoring a positivist approach (Yang *et al.*, 2017).
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26 Longitudinal designs recommended by many researchers (Chiang and Chen 2020; Hassi,
27 2019; Lin *et al.*, 2019; Tarkang *et al.*, 2020), are fundamentally required in studies of driving
28 patterns because the cross-sectional study design undermines the causal conclusions derived
29 from the results.
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33 5.3. *New research line 3: Theoretical advancement*

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35 In addition to the importance of investigating the effect of leadership styles on followers'
36 behaviours and outcomes in hospitality, it is critical to consider antecedents of leadership styles.
37 In order to achieve this goal, we need more theoretical perspectives. To broaden the
38 nomological network linked with leadership styles, we recommend integrating different theories
39 in future research. This integration can be between social exchange theory (SET), conservation
40 of resources (COR) theory, social learning theory (SLT), and self-determination theory (SDT).
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47 Our review recommends that SLT should be used in future research not only to explain
48 how leadership styles influence followers' behaviors and outcomes, but also as a structure for
49 studying the role of antecedents such as experiences and organizational factors (e.g., culture and
50 policies) in determining leaders' behaviours. COR theory claims, according to Ali *et al.* (2020),
51 that specific resources (e.g., leadership) nurture future resource gain (e.g., job or personal
52 resources), which then controls employees' attitudes and behaviors in the workplace. Although a
53 number of studies (e.g., Ali *et al.*, 2020; He *et al.*, 2019) focus on the importance of COR theory
54 in explaining how leadership styles influence follower behaviors and outcomes, COR theory has
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2 been neglected as a frame for investigating the role of organizational support or resources (e.g.,
3 psychological, social, or material) in driving leaders' attitudes and behaviours in the workplace.
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6 Overall, using COR theory is important for further research to build a multi-level
7 conceptual model which examines the effect of some antecedents (e.g., organizational support or
8 resources) on leadership style adopted by managers and the impact of leadership style on
9 individuals' attitudes and behaviors in enterprises. Gui *et al.* (2021) recommended hospitality
10 researchers to expand the theoretical base of servant leadership by applying COR theory.
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15 Integrating theories is very important to build novel complicated and inclusive models on
16 a strong theoretical basis. For example, future research could examine the effect of
17 organizational factors on leaders' behaviours or their leadership styles through the lens of COR
18 theory. Future studies could also test the impact of leaders' behaviours or leadership styles on
19 followers' behaviours or outcomes through the lens of SLT or SET. So, novel conceptual models
20 could be developed from integrating theories.
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26 SDT has been utilized by leadership styles research in hospitality. For example, SDT was
27 used to investigate the relationship between safety leadership and employee safety behavior,
28 through mediating mechanism of perceived severity and perceived susceptibility (Zhang *et al.*,
29 2020). In addition, Kim *et al.* (2020) utilized SDT to explain why employees may choose to
30 engage in eco-friendly behavior. Nevertheless, we also suppose that there is a gain in employing
31 SDT as a frame for examining the antecedents of different leadership styles.
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37 Based on SDT, we can suppose that autonomy of the leader to determine how he/she
38 leads (autonomy), his/her participation in leadership education and training programs
39 (competence) and his/her accessibility to tutors (relatedness) can affect his/her personality traits
40 and leadership behaviours. We claim that the gap in recognizing the antecedents of leadership
41 styles may be due to the absence of a guiding theory, SDT may present the focus required to
42 embark on linking this gap.
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48 It is critical to expand research on the FRLT by investigating its antecedents (e.g.,
49 organizational factors, personal traits, and characteristics of managers) and outcomes (e.g.,
50 sustainability practices) in hospitality. FRLT is made up of the concepts of transformational and
51 transactional leadership, as well as laissez-faire leadership (Luo *et al.*, 2013). Because there are
52 so many different leadership styles, further research is needed to investigate a new 'full-range'
53 model of leadership that incorporates and distills what makes each one unique. For research on
54 leadership style to grow and build a more cohesive grasp of the intriguing topic of leadership,
55 such an integrated 'full-range' model is required (Anderson and Sun, 2017).
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5.4. New research line 4: Variables in relation to future issues in hospitality context

The hospitality setting is influenced by environmental issues, it is critical to consider sustainability initiatives in all sectors (Chon and Zoltan, 2019). However, a limited number of scholars have investigated leadership styles and their association with environmental and sustainability issues. Jang *et al.* (2017) scrutinized the influence of environmental leadership on stakeholder engagement, environmental sustainability, and financial and non-financial performance in restaurant industry in USA.

Kim *et al.* (2020) also examined the association between environmental-transformational leadership, employees' environmental beliefs, and organizational citizenship behaviour toward environment in hotels in Thailand. Further analysis of these topics in different contexts would be interesting. Our review also suggests investigating the association between different leadership styles and sustainability initiatives in hospitality sectors. Future scholars should investigate different styles of leadership (e.g., environmental transformational leadership, transactional, and authentic leadership) and their association with the environmental management practices to explore the most effective style for hotel and restaurant environmental management practices. Our recommendation is in line with Kim *et al.* (2020).

Given the importance of responsible leadership in contemporary management, especially due to the crisis of ethics (Frangieh and Yaacoub, 2017), further research is critically needed to develop a unified set of measurement tools (Agarwal and Bhal, 2020; Frangieh and Yaacoub, 2017). Tsui (2020) also makes a call for responsible leadership research at organizational level, specifically on COVID-19 crisis due that "the management literature is rather thin about (responsible) leadership during a crisis".

Our review reveals the leadership styles that have not been rigorously examined in hospitality research with their outcomes or consequences. These include democratic, feminine and masculine, managerial, spiritual, environmental, Machiavellian, bureaucratic, environmental transformational, green transformational, supportive, directive, malevolent, self-centered, seasonal employee, responsible, safety, service, paternalistic, humor, and Pygmalion leadership. In this regard, we strongly suggest that further research can be extended.

Further research is encouraged to investigate safety leadership, safety knowledge, and safety motivation post the COVID-19 pandemic in restaurants and resorts and to correlate with employee safety behaviours and customer satisfaction and loyalty. The efficiency of feminine and masculine styles of leadership (Guillet *et al.*, 2019) needs further investigation. Future investigations could examine ethical leadership and its association with work engagement, job

1 embeddedness, high-performance work practices, job stress, or innovative behavior. This
2 suggestion is consistent with Tarkang and Ozturen (2019) and Tarkang *et al.* (2020).
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6 All studies on empowering leadership were conducted in hotels (e.g., Lin *et al.*, 2019),
7 especially in China (e.g., Chiang and Chen, 2020), thus we encourage researchers to test
8 whether the findings can be replicated in other hospitality organizations and cultural contexts.
9 As suggested by Chiang and Chen (2020), the impact of empowerment leadership on voice
10 behaviour, knowledge sharing, job satisfaction, organizational commitment, and personal
11 efficacy needs further investigation.
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17 Our study reinforces the view of Karatepe *et al.* (2020) that further research is needed to
18 investigate authentic leadership with servant leadership to examine whether servant leadership
19 better explains climate for creativity, management innovation, and innovative behavior than
20 authentic leadership. Furthermore, our review suggests that authentic leadership research is a
21 nascent topic because the first published article is in 2018 (Megeirhi *et al.*, 2018).
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26 5.5. New research line 5: Mediators and moderators

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28 Our review concluded that there are many shortcomings in studying mediating and moderating
29 variables in leadership styles research in hospitality. To address the limitations of the lack of
30 research on mediators and moderators, we agree with Ali *et al.* (2020) that meaningful work can
31 be used as a mediator between spiritual leadership and workplace ostracism, and harmonious
32 work passion can be used as a moderator between spiritual leadership and workplace ostracism.
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38 Our review also recommends highlighting the association between participative
39 leadership and organizational citizenship behavior, with the moderating role of employee well-
40 being, rational identification, and personality traits, as well as mediating role of job autonomy,
41 intrinsic motivations, and organizational justice climate. This is in line with the recommendation
42 of Bhatti *et al.* (2019). Our review also suggests that it is necessary to examine the link between
43 i-deals and employee reactions through the moderating effect of transformational leadership
44 behaviour in the hospitality industry. This is consistent with Katou *et al.* (2020).
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51 As recommended by Megeirhi *et al.* (2018), the causal and directional impact of
52 authentic leadership and negative behaviours through team psychological capital needs further
53 investigation. Future research can look into the effect of authentic leadership on workplace
54 bullying, stress, and deviant behaviours through the moderating role of team psychological
55 capital. Another important suggestion is to measure the impact of transformational, leader-
56 member exchange, ethical, and empowering leadership styles on workplace incivility, employee
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1 cynicism, and job search behaviours through the moderating role of team psychological capital
2 (Megeirhi *et al.*, 2018).
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6 According to Tuan (2018), future research should look into the effect of paternalistic
7 leadership on extra-role customer service using work engagement as a mediator. Furthermore,
8 the relationship between paternalistic leadership and work engagement through organizational
9 support or service culture as moderators should be researched. On the relationship between
10 paternalistic leadership and job engagement, the moderating influence of employees' emotional
11 intelligence, emotional labor, and emotional weariness should also be investigated.
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17 In service contexts, such as hotels, bigger sample size studies on the mediating effect of
18 organizational commitment between employee perceptions of servant leadership and turnover
19 intention may be advantageous (Jang and Kandampully, 2018). There is a crucial need to
20 explore the mediation effect of climate for creativity in the link between servant leadership,
21 management innovation, and inventive behavior, as validated by Karatepe *et al.* (2020). Other
22 leadership styles could be investigated with service contexts, especially with airline and
23 restaurant services.
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30 Future scholars should gather data from multiple sources including managers and
31 employees to examine the mediating mechanism for employee well-being between responsible
32 leadership and task performance (He *et al.*, 2019). Future research should look at the impact of
33 safety leadership on employee safety behavior, as well as the mediation role of belief restoration
34 and the moderation role of perceived risk in the relationship between safety leadership and
35 behavior in various hospitality sectors and cultures. This agrees with Zhang *et al.* (2020).
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41 Chiang and Chen (2020) recommend to investigate the association between empowering
42 leadership, and voice behaviour and knowledge sharing, via the mediating mechanism of job
43 autonomy and to make comparison among diverse categories of hotels and hospitality
44 enterprises in different countries. It is also beneficial to examine the moderating role of “power
45 distance” between empowering leadership, and voice behaviour and knowledge sharing.
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51 Future study could look at the role of employee creativity, job engagement, job
52 happiness, organizational commitment, and turnover intention in the relationship between
53 humor leadership and organizational performance. We recommend using the measure of Koo *et*
54 *al.* (2019).
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6. Practical implications for hospitality sectors

Our study has demonstrated the impacts of different leadership styles from prior research in hospitality and their links with contemporary issues in hospitality. Based on our systematic review for 79 articles in hospitality sectors, we now stipulate practical recommendations for the entire hospitality industry and practitioners.

Practitioners need to understand the outcomes of different leadership styles (Hristov *et al.*, 2018). Some styles have negative impacts on organizational success. Malevolent, self-centered, and autocratic leadership styles can destroy employees' vitality and mental health and increase stress. Passive/avoidance and laissez-faire leadership styles can decrease employees' extra effort, satisfaction, efficiency, and group effectiveness because a leader ignores responsibilities and hesitates in taking decisions. Hospitality managers should avoid autocratic leadership by not adopting its principles that are autocratic, dictatorial, bossy, and elitist, malevolent leadership principles that are hostile, dishonest, vindictive, and irritable, and self-centered leadership principles that are self-interested, non-participative, loner, and asocial (Nyberg *et al.*, 2011).

Due to the importance of sustainability, creativity, innovation, safety, and business performance in normal and crisis times, we encourage practitioners to adopt some leadership styles. *First*, environmental leadership which focuses on mobilizing and managing stakeholders inside and outside an organization to accomplish goals and vision associated with environmental sustainability.

Second, environmental transformational leadership practices include having a clear environmental vision, serving as a role model for subordinates, demonstrating the significance of sustainability, taking actions related to environmental problems, building confidence in followers' capabilities, encouraging to ask questions about environment, discussing novel environmental ideas, and providing training and development to handle environmental problems.

Third, empowering leadership is very vital to managerial innovation, climate for creativity, employees' service innovative behavior, and creative improvisation self-efficacy. Hospitality managers could adopt empowering leadership principles through setting high standards for performance by their own behavior, leading by example, encouraging team members to express ideas/suggestions, using the suggestions of other managers to make decisions that affect employees, giving all team members a chance to voice their opinions, helping team members identify areas where they need more training, teaching them how to solve

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2 problems on their own, explaining company goals to team members, explaining rules and
3 expectations, showing concern for team members' well-being, patiently discussing team
4 members' concerns, and showing interest in team members' success (Chiang and Chen, 2020).
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8 *Fourth*, servant leadership has many outcomes, such as innovative behavior, creativity
9 climate, firm innovativeness, and business performance. Servant leaders care about followers'
10 interests and needs and direct their concern toward the needs and concerns of others inside and
11 outside an organization. Hospitality managers could be servant leaders via adopting practices
12 that include not compromising ethical principles to achieve success, giving team members the
13 freedom to handle difficult situations in the way that they feel is best, putting subordinates'
14 interests ahead of their own, emphasizing the importance of giving back to the community,
15 helping team members if they have personal problems, making team members' career
16 development a priority, and telling team members if something work-related is going wrong
17 (Karatepe *et al.*, 2020).
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26 *Finally*, safety leadership principles can be implemented by hospitality operations during
27 COVID-19 and post the pandemic (Salem *et al.*, 2021; Salem *et al.*, 2021) because this style is
28 important for employee safety behaviours, customer and employee health, hotel quality, and
29 hotel safety performance. This style emphasizes the adoption and maintenance of high-level
30 safety policies and operational standards. Hospitality managers should set an example for
31 employees' safety behavior and provide them with safety information and guidance. Employees
32 should be rewarded for their dedication to safety systems, participate in safety training, and
33 contribute new safety ideas. In addition, hospitality managers have to provide protective
34 equipment for employees and correct unsafe behaviors during employee safety performance
35 monitoring (Zhang *et al.*, 2020).
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43 **7. Conclusion**

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46 The impetus for this study was shaped by the cumulative academic interest in leadership styles,
47 the importance of creating a comprehensive plan for the main focus of leadership styles in the
48 hospitality literature, what it should highlight in the future and the lack of systematic review for
49 leadership styles research in hospitality. Therefore, our study aimed to indicate research outlets
50 publishing leadership research in hospitality, provide a review of research contexts and designs
51 utilized in hospitality research, illustrate the dominant leadership styles in hospitality, and
52 indicate the theories utilized and outcomes of leadership styles. Ultimately, we presented and
53 recommended a map for developing forthcoming research through both theoretical and
54 empirical advancement.
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To achieve these aims, our study reviewed 79 articles focused on leadership styles in hospitality. Our review has demonstrated that leadership style research in hospitality has made progress in the past 13 years. However, there are conceptual and empirical overlaps among different leadership styles in hospitality. Additionally, hospitality leadership research is restricted in terms of research contexts and research design. There is a lack of research on antecedents and integration of theories in studies. Our review has revealed that several leadership styles have not been rigorously examined in hospitality research with their outcomes. Through the guidance presented in this review, our hope is to advance and maintain hospitality leadership research to provide substantive insights in the context of hospitality leadership over the coming years.

8. Limitations and future research

Due to the selective, observational, and retrospective nature of the systematic review (Petticrew and Roberts, 2006), the current study was not exempted from limitations. The search strategy used to find articles published in WoS about leadership styles in hospitality was restricted to title to boost the accuracy of the subsequent literature. Future research is recommended to modify the research strategy by applying three parameters: title, abstract, and keywords. Even though WoS is one of the most well-known databases, we suggest that future research includes Science Direct and Scopus. Regardless of these few limitations, the current study is the first to systematically review different leadership styles in hospitality studies.

Appendix 1

Outcomes of each leadership style in hospitality research can be accessed by the following link;

<https://docs.google.com/document/d/11G7IUMHxq7q-lKH3o9qNNBlwtKPjBn-4/edit?usp=sharing&ouid=111728431936331525688&rtpof=true&sd=true>

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Dear Prof. Fevzi Okumus,

We are very grateful for the constructive comments and opportunity to improve our paper. We have thoroughly revised the manuscript in response to the issues raised and believe it is now a more robust and cohesive piece. The detailed responses to the comments are provided below. This file provides an overview of how the authors addressed each issue. We hope you will find the changes satisfactory and look forward to hearing from you in due course.

Suggestions/comments	Response from the Author(s)
I am willing to accept your article contingent upon you making the following changes/improvements.	Thank you very much for your positive evaluation. We have incorporated your additional suggestions in the revised manuscript.
1. Respond to one of our associate editors' and the reviewers' comments and revise your article accordingly.	<p>Thanks so much for your comment. We added 23 recent references from <i>International Journal of Contemporary Hospitality Management</i>.</p> <ol style="list-style-type: none"> 1. Hoang, G., Wilson-Evered, E., Lockstone-Binney, L., & Luu, T. T. (2021). Empowering leadership in hospitality and tourism management: A systematic literature review. <i>International Journal of Contemporary Hospitality Management</i>. https://doi.org/10.1108/IJCHM-03-2021-0323 2. Arasli, H., Altinay, L., & Arici, H. E. (2020). Seasonal employee leadership in the hospitality industry: A scale development. <i>International Journal of Contemporary Hospitality Management</i>, 32(6), 2195-2215. 3. Bavik, A. (2020). A systematic review of the servant leadership literature in management and hospitality. <i>International Journal of Contemporary Hospitality Management</i>, 32(1), 347-382. https://doi.org/10.1108/IJCHM-10-2018-0788 4. Karatepe, O. M., Aboramadan, M., & Dahleez, K. A. (2020). Does climate for creativity mediate the impact of servant leadership on management innovation and innovative behavior in the hotel industry?. <i>International Journal of Contemporary Hospitality Management</i>, 32(8), 2497-2517. 5. Chen, T. J., & Wu, C. M. (2017). Improving the turnover intention of tourist hotel employees: Transformational leadership, leader-member exchange, and psychological contract breach. <i>International Journal of Contemporary Hospitality Management</i>, 29(7), 1914-1936. 6. Chon, K. K. S., & Zoltan, J. (2019). Role of servant leadership in contemporary hospitality. <i>International Journal of Contemporary Hospitality Management</i>, 31(8), 3371-3394. 7. Guillet, B. D., Pavesi, A., Hsu, C. H., & Weber, K. (2019). Is there such a thing as feminine leadership? Being a leader and not a man in the hospitality industry. <i>International Journal of Contemporary Hospitality Management</i>, 31(7), 2970-2993. 8. Hassi, A. (2019). Empowering leadership and management innovation in the hospitality industry context. <i>International Journal of Contemporary Hospitality Management</i>, 31(4), 1785-1800. 9. Huang, J., Li, W., Qiu, C., Yim, F. H. K., & Wan, J. (2016). The impact of CEO servant leadership on firm performance in the hospitality industry. <i>International Journal of Contemporary Hospitality Management</i>, 28(5), 945-968. 10. Koyuncu, M., Burke, R. J., Astakhova, M., Eren, D., & Cetin, H. (2014). Servant leadership and perceptions of service quality provided by front-line service workers in hotels in Turkey: Achieving competitive advantage. <i>International Journal of Contemporary Hospitality Management</i>, 26(7), 1083-1099. 11. Liang, T. L., Chang, H. F., Ko, M. H., & Lin, C. W. (2017). Transformational leadership and employee voices in the hospitality industry. <i>International Journal of Contemporary Hospitality Management</i>, 29(1), 374-392.

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<p>2. Include a structured abstract in page 1 of the main document and make sure that it includes all the required subsections including Purpose, Methodology, Findings, Implications and Originality along with key words.</p>	<p>Thanks for your comment. Our research has a structured abstract as following;</p> <p>Abstract Purpose - The overall purpose of this critical review is to provide an overview of leadership styles in the hospitality industry. It also demonstrates theories used in hospitality leadership styles research, identifies the main outcomes, and highlights gaps for future research. Design/methodology/approach – We present a comprehensive review of the 79 articles on leadership styles in the hospitality context spanning over 13 years (2008–2020) and extend the scope in distinctive means. Findings – Our review has demonstrated that leadership styles research in hospitality has made progress in the past 13 years; however, there are conceptual and empirical overlaps among different leadership styles in hospitality. There is a lack of research on antecedents and integrating theories in studies. Our review has revealed that several leadership styles have not been rigorously examined in hospitality research with their outcomes. Research limitations/implications – The search strategy used to find articles published in WoS about leadership styles in hospitality was restricted to title to boost the accuracy of the subsequent literature.</p>

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	<p>Practical implications – By following the guidance presented in this review, we expect to advance and maintain hospitality leadership research to provide substantive insights into the context of hospitality leadership over the coming years.</p> <p>Originality/value – The current research is one of the first studies to systematically review different leadership styles in a hospitality context. We provide a comprehensive projected research agenda to demonstrate theoretical discourses and empirical research. Overall, our critical review presents a holistic idea of the focus of the prior studies and what should be highlighted in future studies.</p> <p>Keywords Leadership styles, Systematic literature review, Hospitality, Hotels, Restaurants</p> <p>Paper type Literature review</p>
<p>3. Make sure to follow IJCHM author guidelines closely: http://emeraldgroupublishing.com/products/journals/author_guidelines.htm?id=ijchm For example, when there are three or more authors, you need to use Adam et al., XXXX (or Adam et al., XXXX) format for the first time and after. Make sure that you should list references within text in an alphabetical order.</p>	<p>Thanks so much for your comment. We listed references within text in an alphabetical order and with the recommended style.</p>
<p>4. Revisit the Discussion and Conclusions sections one more time to better answer the "So What" question. There should be four sub-sections under this section: (1) Conclusions, (2) Theoretical Implications, (3) Practical Implications and (4) Limitations and Future Research.</p>	<p>Thanks so much. We have the following headings after the part of results;</p> <p>5. Agenda and call for future research</p> <p>5.1. <i>New research line 1: Antecedents</i></p> <p>5.2. <i>New research line 2: Advancing research contexts and design in leadership styles research</i></p> <p>5.3. <i>New research line 3: Theoretical advancement</i></p> <p>5.4. <i>New research line 4: Variables in relation to contemporary and future issues in hospitality context</i></p> <p>5.5. <i>New research line 5: Mediators and moderators</i></p> <p>6. Practical implications for hospitality sectors</p> <p>7. Conclusion</p> <p>8. Limitations and future research</p>
<p>5. To strengthen your literature review and theoretical implications, you may like to incorporate more recent and relevant references published in recent months/years.</p>	<p>Thanks for your comment. We added 23 recent references from <i>International Journal of Contemporary Hospitality Management</i> and others.</p>
<p>6. Cross check all references within text with your reference list and make sure that all</p>	<p>Thanks for your comment. We revised citations and references and all of them are completed.</p>

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<p>1 2 3 4 references used in within text 5 are listed in your reference list 6 and remove any uncited 7 reference from the reference list. 8 9 You must also make sure that 10 each reference in your reference 11 list is accurate and complete in 12 terms of authors' names, title, 13 volume number, issue number, 14 pages, publisher etc. 15 16 17</p>	
<p>18 19 7. Run your article through 20 iThenticate, Crosscheck or any 21 similar software to check the 22 similarity between your study 23 and previous studies. Try to 24 minimize similarity percentage 25 below 1% with any previous 26 study. After you run your 27 article's final version through 28 iThenticate or other similar 29 software, you should upload the 30 similarity report to the system 31 for our records. 32 33 34 35</p>	<p>Thanks for your comment. We used Turnitin software and the excluded match was > 1. All studies are no more than 1%, and the overall similarity index is 4%, which is excellent. The originality report is attached.</p>
<p>36 37 8. Keep your article below 10000 38 words including references, 39 tables and figures. 40 41 42 43</p>	<p>Thanks for the very useful comment. We reduced 2189 words. We have tried to reduce the length of the manuscript by removing all the parts that were providing details that doesn't affect the demonstration of the idea and we know that it is still somehow long but we are afraid that reducing much more will affect the clearance of the aim, methodology and its practical and theoretical implications.</p>
<p>44 45 9. Make sure that the flow of 46 your article is improved. We do 47 not prefer short paragraphs with 48 one-three sentences or long 49 paragraphs longer than half 50 page. There are many short 51 paragraphs and the flow of your 52 study needs improvement. 53 54 55 56</p>	<p>Your comment is highly appreciated. We revised the manuscript and avoided short and long paragraphs as you recommended.</p>

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<p>10. Proofread your article one more time and also you may ask a technical writer/copy editor to proofread it for you. After the manuscript is accepted, we will not ask you to proofread it again. In short, after I send you an official acceptance e-mail, you will not be able to make any further changes in your manuscript.</p>	<p>Thanks for your comment. We have proofread the manuscript.</p>
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<p>14. In addition to responding to the reviewers' comments, you should prepare and submit a brief report showing how you have responded to the above requests as well as the associate editor's comments. When revising your submission, you</p>	<p>Thanks so much. We followed carefully all your constructive suggestions.</p>

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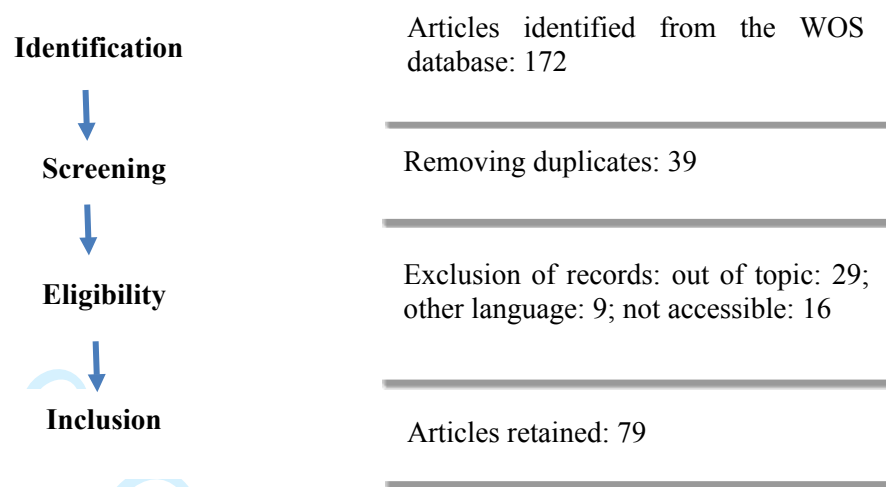
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<p>don't need to show/highlight all the changes made in the paper. I will read its final version anyway.</p>	
<p>Comments from Editor/Associate Editor</p> <p>This is an interesting study on an important topic. The study can benefit from a strong copy-editing. The theoretical foundation and theoretical implications should be improved further. The following studies can help the authors with this task. Below studies are just suggestions and the authors may find similar relevant and recent studies.</p> <p>Gui, C., Luo, A., Zhang, P. and Deng, A. (2020), "A meta-analysis of transformational leadership in hospitality research", <i>International Journal of Contemporary Hospitality Management</i>, Vol. 32 No. 6, pp. 2137-2154. https://doi.org/10.1108/IJCHM-05-2019-0507</p> <p>Wang, Z. and Xie, Y. (2020), "Authentic leadership and employees' emotional labour in the hospitality industry", <i>International Journal of Contemporary Hospitality Management</i>, Vol. 32 No. 2, pp. 797-814. https://doi.org/10.1108/IJCHM-12-2018-0952</p> <p>Hoang, G., Wilson-Evered, E., Lockstone-Binney, L. and Luu, T.T. 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(2021), "Narcissistic leadership and behavioral cynicism in the hotel industry: the role of employee silence and negative workplace gossiping", <i>International Journal of Contemporary Hospitality Management</i>, Vol. 33 No. 2, pp. 428-447. https://doi.org/10.1108/IJCHM-04-2020-0348</p> <p>Elche, D., Ruiz-Palomino, P. and Linuesa-Langreo, J. (2020), "Servant leadership and organizational citizenship behavior: The mediating effect of empathy and service climate", <i>International Journal of Contemporary Hospitality Management</i>, Vol. 32 No. 6, pp. 2035-2053. https://doi.org/10.1108/IJCHM-05-2019-0501</p> <p>Mooney, S.K. (2020), "Gender research in hospitality and tourism management: time to change the guard", <i>International Journal of Contemporary Hospitality Management</i>, Vol. 32 No. 5, pp. 1861-1879. https://doi.org/10.1108/IJCHM-09-2019-0780</p> <p>Bavik, A. 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<p>1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60</p> <p>redefine leadership in hotel management? A Delphi approach", <i>International Journal of Contemporary Hospitality Management</i>, Vol. 32 No. 6, pp. 2217-2237. https://doi.org/10.1108/IJCHM-05-2019-0505</p> <p>Chon, K.K.-S. and Zoltan, J. (2019), "Role of servant leadership in contemporary hospitality", <i>International Journal of Contemporary Hospitality Management</i>, Vol. 31 No. 8, pp. 3371-3394. https://doi.org/10.1108/IJCHM-11-2018-0935</p> <p>Hassi, A. (2019), "Empowering leadership and management innovation in the hospitality industry context: The mediating role of climate for creativity", <i>International Journal of Contemporary Hospitality Management</i>, Vol. 31 No. 4, pp. 1785-1800. https://doi.org/10.1108/IJCHM-01-2018-0003</p>	<p><i>of Contemporary Hospitality Management</i>, 26(6), 974-1001.</p> <p>17. Ruiz-Palomino, P., Hernández-Perlins, F., Jiménez-Estévez, P., & Gutiérrez-Broncano, S. (2019). CEO servant leadership and firm innovativeness in hotels: A multiple mediation model of encouragement of participation and employees' voice. <i>International Journal of Contemporary Hospitality Management</i>, 31(4), 1647-1665.</p> <p>18. Tromp, D. M., & Blomme, R. J. (2014). Leadership style and negative work-home interference in the hospitality industry. <i>International Journal of Contemporary Hospitality Management</i>, 26 (1), 85-106.</p> <p>19. Uen, J. F., Wu, T., Teng, H. C., & Liu, Y. S. (2012). Transformational leadership and branding behavior in Taiwanese hotels. <i>International Journal of Contemporary Hospitality Management</i>, 24(1), 26-43.</p> <p>20. Xie, L., Li, Y., Chen, S. H., & Huan, T. C. (2016). Triad theory of hotel managerial leadership, employee brand-building behavior, and guest images of luxury-hotel brands. <i>International Journal of Contemporary Hospitality Management</i>, 28(9), 1826-1847.</p> <p>21. Wang, Z., & Xie, Y. (2020). Authentic leadership and employees' emotional labour in the hospitality industry. <i>International Journal of Contemporary Hospitality Management</i>, 32(2), 797-814.</p> <p>22. Zhang, J., Xie, C., Wang, J., Morrison, A. M., & Coca-Stefaniak, J. A. (2020). Responding to a major global crisis: The effects of hotel safety leadership on employee safety behavior during COVID-19. <i>International Journal of Contemporary Hospitality Management</i>, 32(11), 3365-3389.</p> <p>23. Zoghbi-Manrique-de-Lara, P., & Ruiz-Palomino, P. (2019). How servant leadership creates and accumulates social capital personally owned in hotel firms. <i>International Journal of Contemporary Hospitality Management</i>, 31(8), 3192-3211.</p>
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22 **Fig. 1.** Literature search process was adopted from Chon and Zoltan (2019), and
23 Yang et al. (2017).
24



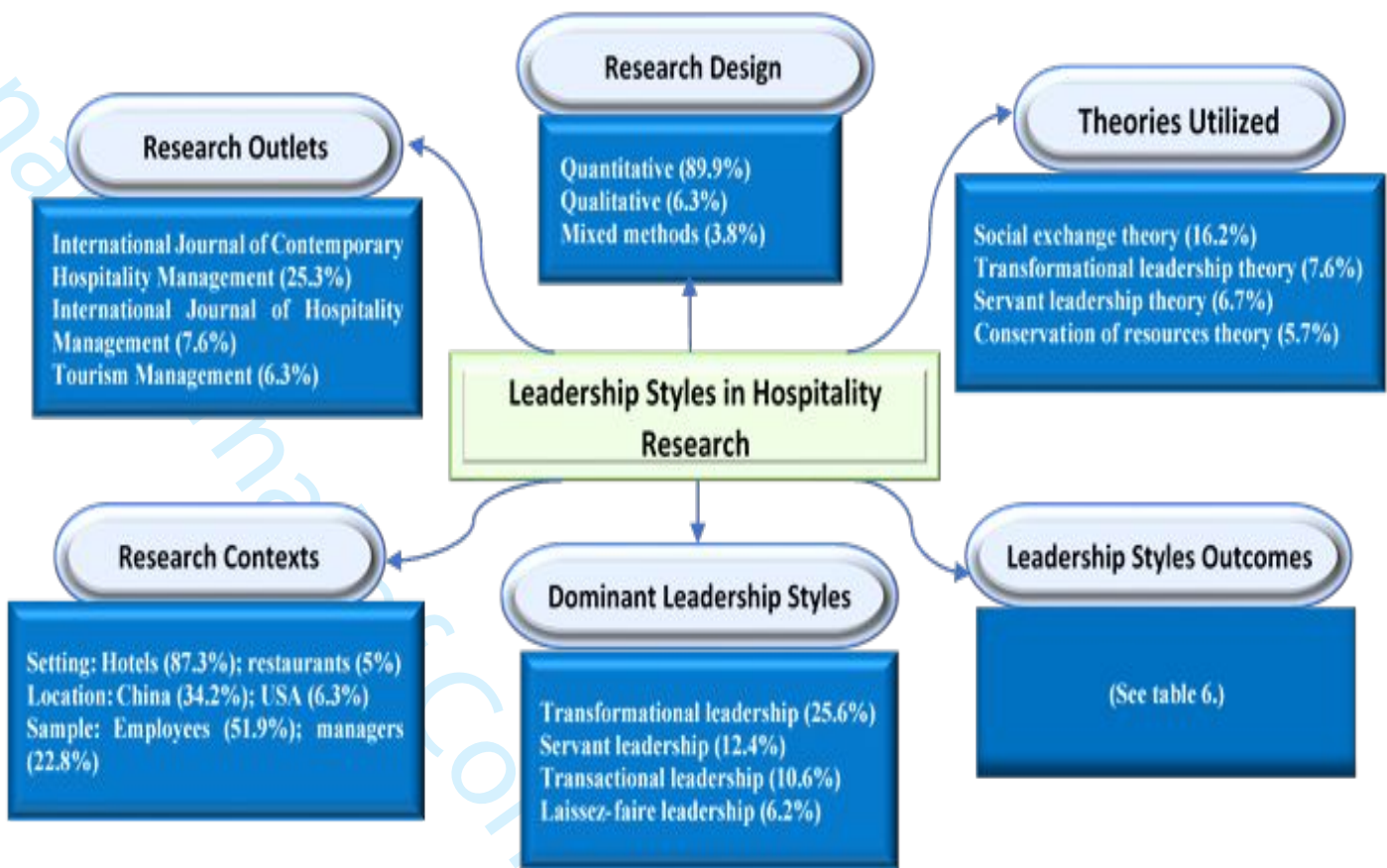


Fig. 3. Summary of key review findings.

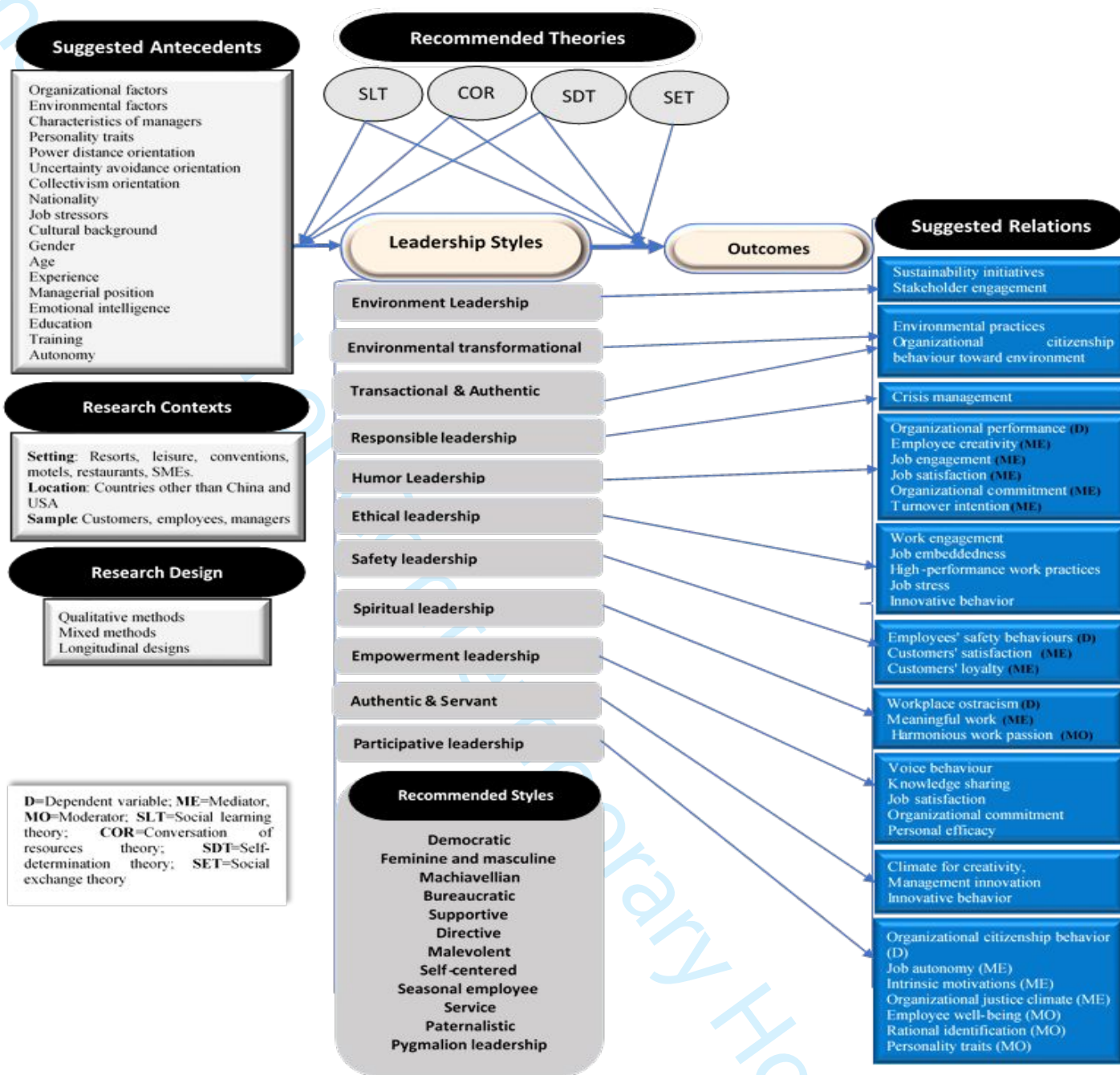


Fig. 4. Suggestions for future hospitality research in leadership

Table 1

Research questions.

Component	Research Question
Context (C)	<i>1. Which hospitality sectors are analyzed in leadership styles research? What are the research designs employed in research?</i>
Interventions (I)	<i>2. What are the dominant leadership styles in hospitality research?</i>
Mechanisms (M)	<i>3. What are the theories utilized in research?</i>
Outcomes (O)	<i>4. What are the outcomes of each leadership style utilized in the hospitality context?</i>

Table 2

Methodology of the systematic review.

Database	Web of Science
Accessed by	The Egyptian Knowledge bank
Key words	“leadership” in combination with a set or keywords related with the sector (hotels, restaurants, hospitality industry, resort, motel, casino, night club, catering and food service business).
Inclusion criteria	The focus is on leadership styles in the hospitality industry. The English language is used. Easy access to article through EKB.

Table 3

Journals (select) publishing hospitality leadership styles research year (n=79).

Journal	No. of studies
International Journal of Contemporary Hospitality Management	20
International Journal of Hospitality Management	6
Tourism Management	5
Tourism and Hospitality Research	4
Sustainability	4
Journal of Hospitality and Tourism Management	4
Tourism Management Perspectives	3
Leadership & Organization Development Journal	2
Journal of Business Ethics	2
Cornell Hospitality Quarterly	2
International Journal of Hospitality & Tourism Administration	2
Tourism: International Scientific-Professional Journal	2
International Journal of Culture, Tourism and Hospitality Research	1
Work, A Journal of Prevention, Assessment & Rehabilitation	1
International Journal of Organizational Leadership	1
Economic research-Ekonomska istraživanja	1
Asia Pacific Journal of Tourism Research	1
Journal of Hospitality and Tourism Insights	1
Social Behavior and Personality: An international journal	1
Journal of Quality Assurance in Hospitality & Tourism	1
International Journal of Business	1
Journal of Hospitality Marketing and Management	1
Asia Pacific Management Review	1
Personnel Review	1
International Journal of Intercultural Relations	1
Organizational Psychology	1
Tourism and Hospitality Management	1
Journal of Contemporary Issues in Business and Government	1
Anatolia	1
Journal of Public Affairs	1
South African Journal of Business Management	1

Chapter in Book Series:	1
Advances in culture, tourism and hospitality research. Emerald Group Publishing Limited.	
Research Note in Book Series:	1
Advances in Hospitality and Leisure, Emerald Group Publishing Limited	
Chapter in Book Series:	1
Advances in hospitality and Leisure, Emerald Group Publishing Limited.	
Proceedings of the 6th International Management Conference: Approaches in Organizational Management	1

Table 4

Classification of articles based on hospitality sectors.

Field of hospitality	No. of studies	%
Hotels	69	87.3
Restaurants	4	5
Hotels & restaurants	2	2.5
Hotels & golf clubs	1	1.3
Hotels & resorts	1	1.3
Hotels & catering companies	1	1.3
Lodging & foodservice	1	1.3
Total	79	100%

Table 5

Areas and samples of qualitative and quantitative studies.

Number of studies	Location	Sample
Method		
Qualitative		
Country/region		
	Asia	1
	USA	1
	China	1
	Grenada	1
	Not specified	1
Sample		
	Managers	3
	Employees	1

1		
2		
3	Employees and food producers	1
4		
5		
6	Quantitative	
7		
8	Country/region	
9	China	26
10	India	4
11	Spain	4
12	Australia	4
13	USA	3
14	Pakistan	3
15	South Korea	3
16	Egypt	2
17	Turkey	2
18	Northern Cyprus	2
19	Cameroon	2
20	Thailand	2
21	Indonesia	1
22	U.K.	1
23	Netherlands	1
24	Cyprus	1
25	Vietnam	1
26	Sweden, Poland, Italy	1
27	Palestine	1
28	Iran	1
29	Morocco	1
30	Malaysia	1
31	Germany	1
32	Romania	1
33	Greek	1
34	Jordan	1
35		
36	Sample	
37	Employees	40
38	Managers	15
39	Supervisors and subordinates	8
40	Managers and employees	5
41	Managers and customers	1
42	Employees and customers	1
43	Supervisors, employees, and customers	1
44		
45		
46		
47		
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Mixed-method		
Country/region		
Not specified	1	
USA	1	
Turkey	1	
Total	79	

Table 6

Leadership styles investigated in published hospitality studies.

Leadership style	No. of studies	%
Transformational leadership	29	25.6
Servant leadership	14	12.4
Transactional leadership	12	10.6
Laissez-faire leadership (Non-transactional or Non-leadership).	7	6.2
Empowering leadership	6	5.3
Charismatic leadership	5	4.4
Authentic leadership	5	4.4
Autocratic leadership	4	3.5
Ethical leadership	4	3.5
Participative leadership	3	2.7
Passive/avoidance leadership	2	1.8
Democratic leadership	2	1.8
Feminine & masculine leadership	2	1.8
Managerial leadership	1	0.88
Spiritual leadership	1	0.88
Environmental leadership	1	0.88
Machiavellian leadership	1	0.88
Bureaucratic leadership	1	0.88
Environmental-transformational leadership	1	0.88
Green transformational leadership	1	0.88
Supportive leadership	1	0.88
Directive leadership	1	0.88
Malevolent leadership	1	0.88
Self-centered leadership	1	0.88
Seasonal employee leadership	1	0.88

Responsible leadership	1	0.88
Safety leadership	1	0.88
Service leadership	1	0.88
Paternalistic leadership	1	0.88
Humor leadership	1	0.88
Pygmalion leadership	1	0.88
Total	113	100%

Note: More than one leadership style can be considered in one single study.

Table 7

Theories utilized in hospitality leadership styles research.

Theory used	No. of studies	%
Social exchange theory	17	16.2
Transformational leadership theory	8	7.6
Servant leadership theory	7	6.7
Conservation of resources theory	6	5.7
Social learning theory	5	4.8
Self-determination theory	5	4.8
Path-goal theory	3	2.9
Full factor OR Full-range leadership theory	3	2.9
Upper echelon theory	3	2.9
Charismatic leadership theory	2	1.9
Authentic leadership theory	2	1.9
Leadership theory	2	1.9
Need theory	2	1.9
Value theory	1	0.95
Spiritual leadership theory	1	0.95
Stakeholder theory	1	0.95
Perceived supervisor support	1	0.95
Behavioral theory	1	0.95
Ethical leadership theory	1	0.95
Self-enhancement theory	1	0.95
Social identity theory	1	0.95
Creativity theory	1	0.95
Social cognitive theory	1	0.95
Transactional leadership theory	1	0.95

1			
2			
3	Contemporary leadership theories	1	0.95
4			
5	Positive psychological theories	1	0.95
6			
7	Social contagion theory	1	0.95
8			
9	Innovation theory	1	0.95
10			
11	Organizational creativity theory	1	0.95
12			
13	Cultural psychology theory	1	0.95
14			
15	Person-environment fit theory	1	0.95
16			
17	Person-situation interactionist theory	1	0.95
18			
19	Motivational theory	1	0.95
20			
21	Item response theory	1	0.95
22			
23	Effort-recovery theory	1	0.95
24			
25	Demand-control-support theory	1	0.95
26			
27	Grounded theory approach	1	0.95
28			
29	Iso-strain theory	1	0.95
30			
31	Herzberg's motivation theory	1	0.95
32			
33	Psychological contract theory	1	0.95
34			
35	Work engagement theory	1	0.95
36			
37	Feedback system theory	1	0.95
38			
39	Self-efficacy theory	1	0.95
40			
41	Agency theory	1	0.95
42			
43	Role theory	1	0.95
44			
45	Triad communication theory	1	0.95
46			
47	Service profit chain theory	1	0.95
48			
49	Trickle-down model of leadership	1	0.95
50			
51	Implicit leadership	1	0.95
52			
53	Theory of androgyny	1	0.95
54			
55	The S-D logic	1	0.95
56			
57	Trust transfer theory	1	0.95
58			
59	Pygmalion leadership theory	1	0.95
60			
		95	

Note: More than one theory can be considered in one single study.