

Leadership and Organization Culture among Jordanian Hotels

Nader Saadeh¹

¹ University of Northampton, Jordan

Correspondence: Nader Saadeh, University of Northampton, Jordan. E-mail: nader_abe@yahoo.com

Received: July 16, 2024

Accepted: August 15, 2024

Online Published: September 26, 2024

doi:10.5539/ibr.v17n5p116

URL: <https://doi.org/10.5539/ibr.v17n5p116>

Abstract

The current study deals with leadership (L) issues extrapolated from managers' and employees' viewpoints in different Jordanian 4-star local hotel contexts in relation to the organizational culture (OC) shown in the literature. The paper's research problem is low local hotel performance, represented by low occupancy rates since 2005, as seen in statistics (MOTA, 2020). Moreover, anecdotes from practitioners and professionals confirmed this phenomenon, relating it to local hotels' leadership and organizational culture. The significance of this case is that it has been a continuous occurrence throughout recent years. That is why the paper's objectives were to investigate the issues of leadership within the 4-star hotels' contexts and to relate it to the construct of organizational culture demonstrated in the literature as part of a long process of future investigations related to this subject.

Given the limited literature on these topics, this study took an explorative approach, delving into the perceptions and viewpoints of managers and employees of local hotels. The study's use of a qualitative approach allowed for a deep understanding of the issues. The methodology employed was inductive, based on interpretive epistemology and constructivist ontology. Data was gathered and analyzed using semi-structured open-ended interviews and thematic analysis, enabling a thorough exploration of the subject and instilling confidence in the research's validity.

Several practical recommendations were suggested based on the study's findings and the concept of organizational culture seen in the literature. Edgar Schein (2004), Bass, & Avolio (1993) are known as prominent researchers and authors on the topic of "Organization Culture". As they put it, leadership generates the organizational culture within a firm. Therefore, what is found from the current research concerning the participants' perceptions reflects a deep problem of leadership understanding rooted in the national culture and manifests in the organizational culture. These recommendations, if implemented, could potentially address the issues identified in this study, offering hope and optimism for the future of Jordanian 4-star hotels. The potential impact of these recommendations is significant, offering an optimistic outlook for the future of the hospitality industry in Jordan.

Keywords: leadership, organization culture, qualitative research, hotels, Jordan

1. Introduction

1.1 Statement of the Problem and Significance

Hospitality and tourism are two vital areas in the Jordanian economy. They comprise over 10% of the GDP (Mena Report, 2018). The hotel industry is a vital sector in those areas. Improved performance in this sector could raise its contribution to GDP. Local hotels¹ formulate 32%² of the hotel industry, and 47%³ of the classified hotel segment (MOTA, 2020). However, there is anecdotal evidence to suggest a persisting low performance in this segment, which undermines its contribution to the industry (Batarseh, 2018; Nazzal, 2018; Saadeh, 2018; Madaeen, 2020).

Moreover, the researcher reports similar low standards from his experience as a former assistant general manager and shareholder of a four-star hotel for thirty-one years in this sector. Similarly, the Ministry of Tourism and

¹ Two, three, and four-star hotels as information provided by MOTA.

² Calculated by the researcher from MOTA statistical data.

³ Calculated by the researcher from MOTA statistical data.

Antiquities in Jordan demonstrates statistics of low occupancy rates for fifteen years (MOTA, 2020; Sun & Lu, 2005). To illustrate, occupancy rates for four, three, and two-star hotels⁴ were less than 50% in Jordan from 2005 to 2019. The years from 2020 through 2023 were affected by the Covid problem. Hence, the paper considered the years 2005 – 2019. Table (1) shows this phenomenon. This paper limits its investigation only to four-star hotels as they reflect the local hotels within the industry that can benefit from such a study due to their investment levels, higher levels of experience and knowledge, and higher operations costs.

Table 1. Occupancy Rates

Years	Two stars (Beds)	Three Stars (Beds)	Four Stars (Beds)	All Classified Hotels
2005	n/a	n/a	n/a	49.4%
2006	n/a	n/a	n/a	42.4%
2007	n/a	n/a	n/a	47.3%
2008	n/a	n/a	n/a	55.3%
2009	31.0%	40.3%	56.7%	45.8%
2010	36.1%	39.3%	49.2%	48.0%
2011	25.5%	31.6%	43.2%	41.9%
2012	36.9%	45.0%	52.9%	50.7%
2013	21.2%	33.9%	43.1%	45.1%
2014	21.5%	36.5%	44.1%	45.9%
2015	29.1%	33.7%	35.2%	39.3%
2016	24.7%	36.5%	40.0%	42.2%
2017	24.3%	26.9%	38.2%	40.4%
2018	21.1%	37.5%	37.8%	44.2%
2019	25.8%	33.8%	43.9%	n/a

Source: MOTA⁵ – Jordan, adapted by the researcher

Moreover, it is essential to note that “4-star Jordanian hotels” is a vital area for examining the relationship between leadership and organizational culture (OC), primarily when continuous low performance is learned. Additionally, occupancy rates of less than 50% barely cover the breakeven point within the Middle East area (Eisen & Resco, 2020). Accordingly, the observed low performance was seen as a result of organizational culture influenced by low leadership performance, particularly when literature informs scholars that organizational leadership generates the organizational culture (Bass & Avolio, 1993; Schein, 2004; Globe Studies, 2014).

Furthermore, a study (Shehadeh & Matarneh, 2014) showed that the most common technique in leading industrial organizations in Jordan is the authoritarian style, as it reflects a symbol of personality traits and special abilities embedded in the person. This style is due to cultural traits in the Middle East. However, the modern era requires different leadership styles that consist of leaders' unique skills, reflected in specific activities that empower subordinates. That is why the current paper focused on bringing about the perceptions discoveries of the current leadership research and linked it to OC seen in the literature to determine the root causes of the hotels' low performance.

Given the above, the problem presented here was seen as associated with organizational leadership and culture. Thus, this paper examined leadership constructs according to informants' viewpoints within Jordanian 4-star hotels and examined their connection to organizational culture, as shown in the literature.

1.2 Research Questions

Given the explained problem facing the local hotel sector, this paper examines this issue by researching and answering the following questions:

- How do managers (leaders) and employees (followers) of the studied hotels understand leadership?
- How are participants' perceived leadership concepts related to organizational culture seen in the literature?

1.3 Justification

Accordingly, the rationale for conducting this study is to contribute to empirical literature and knowledge about leadership and organizational culture among the local Jordanian hotel business by utilizing the findings of a multiple case study in four-star Jordanian hotels and connecting it to OC seen in the literature. Furthermore, it is

⁴ Local hotels.

⁵ MOTA – 2020, Ministry of Tourism and Antiquities

to offer the needed recommendations, depending on the findings and the existing research literature in leadership and OC.

1.5 Objectives of the Study

The study objectives will be scrutinized to grasp the underpinning elements of leadership and OC in 4-star Jordanian hotels. Thus, objectives are step-by-step goals to be achieved and a path to answering the paper's research questions. Those objectives are:

- 1- To explore the perceived leadership concepts of managers and employees within the studied hotels.
- 2- To identify the existent leadership perceptions among the studied hotels' managers and employees and to relate them with OC as seen in the literature.

2. Literature Review

A literature review is crucial as it summarizes the available literature, makes sense of considerable research, and removes all misleading pictures practitioners could get if they read only a limited amount of report studies (Aveyard, 2007). Therefore, literature reviews gather available evidence that researchers have tackled before and demonstrate it to practitioners so they can start a new investigation from where other researchers finalized their findings.

As indicated above, this investigation aims to study managers' and employees' perceived concepts of leadership and their connection to organizational culture. Accordingly, the research question of this study was constructed as stated above.

2.1 Leadership

2.1.1 Leadership Theory

Leadership is “a process whereby an individual influences a group of individuals to achieve a common goal” (Northouse, 2010). It is “the process of influencing others to understand and agree about what needs to be done and how to do it and facilitating individual and collective efforts to accomplish shared objectives” (Yukl, 2010). Hence, it is all about influencing people to fulfil their aims. As Harrison (2018) puts it, “Leadership is influence.”

In addition, leadership theories can be understood through their historical background, that is, how they emerged and developed over the years. Thus, understanding of this construct started in the 1930s and 1940s with the “great man” theory (Katz, 1955), which itself could be traced back to the nineteenth century, followed, in an incremental development, by “trait” theory (Wright, 1996). Here, fascination with great and successful leaders who owned specific leadership traits is emphasized (Harrison, 2018).

Further, through the 1950s and 1960s, skills and behavioural theories were developed, which focus on leadership skills and behaviours as the core parts of the leadership process. This led to the contingency theory (during the same period), which states that influential leaders use different styles based on the contingencies of individual situations (Northouse, 2010; Harrison, 2018). These approaches were followed in the 1970s by two further theories: Implicit leadership theory and Leader-member exchange theory. The first stresses the attributions of the followers about a leader's behaviours and traits, and the second emphasizes the interactive exchange of leaders and followers (Graen & Cashman, 1975; Yukl, 2010; Harrison, 2018).

Moreover, servant, transactional, charismatic, and transformational leadership (TFL) theories were developed in the 1970s and 1980s. These approaches focus on selfless exchange with results and emerging leaders who enable followers to believe in a vision and where leadership can effect change (Greenleaf, 1977; House, 1977; Burns, 1978; Yukl, 2010; Harrison, 2018).

Subsequently, distributed leadership, a new concept of leadership, developed in the 1990s, where leadership is dispersed among all members as a group's collective effort (Spillane, 2005). However, researchers have shown that implementing such an approach in small businesses is difficult (Harrison, 2018). Finally, authentic leadership (AL) and entrepreneurial leadership (EL) were widely recognized at the beginning of the current century. Hence, as a result of scandals in companies, a need for a leadership approach that embodies integrity and trust was proposed: authentic leadership was developed as a reaction to ethical shortcomings within transformational leadership (Avolio et al., 2004; Avolio & Gardner, 2005; Harrison, 2018). As a new paradigm, entrepreneurship leadership emerged from the realms of leadership and entrepreneurship. It is an approach to leadership that can identify and exploit opportunities while managing risks in business environments (Harrison, 2018).

Consequently, among all these approaches, researchers emphasize that TFL is the most likely to effect change (Harrison, 2018), which is needed in the Jordanian context. This theory has been studied for over thirty-five years as it involves stimulating followers to go beyond their interests to accomplish organizational goals. It also entails coaching, mentoring, empowering, training, developing, and supporting followers to achieve those goals (Bass & Riggio, 2006; Harrison, 2018). Hence, through studying those two domains, the paper suggested a change in OC, which could happen through training and learning to improve leadership behaviour.

Furthermore, within the TFL approach, leaders are expected to adapt, manage diverse groups of followers, and develop them into future leaders (Bass & Riggio, 2006). Empirical research also revealed that TFL dimensions have a formative effect on followers' performance and satisfaction, which provides leaders with a broader view of the behaviours necessary for effectiveness. Moreover, AL was considered an incremental development to TFL concerning the ethical needs required within the organizations (Harrison, 2018).

2.1.2 Leadership in the Hospitality Context

Several reviews and empirical research discussed leadership and management in the hospitality sector. For instance, a comprehensive review of 79 articles on leadership styles in the hospitality settings within the Middle East, spanning from 2008 to 2020, found that hospitality managers should avoid autocratic and passive leadership styles as they destroy employees' vitality, mental health and decrease job satisfaction, efficiency, and effectiveness. It also observed that empowering leadership is vital for managers' creativity, innovation, and employees' self-efficacy and service behaviour. Besides, it indicated that servant leadership ensures creativity and business performance (Elkhwesky, 2022). Given what is stated previously, these processes require a change in OC within the 4-star and local hotels.

Similarly, research was conducted in Northern Cyprus, where 120 managers participated in the study within four—and five-star hotels. The study investigated the dominant leadership styles, indicating that charismatic leadership is the dominant style and that the relationship between the laissez-faire style and the nationality of the managers is statistically significant (Yamak & Eyüpoglu, 2018).

Likewise, Fayed and Fathy (2022) investigated the impact of TFL on job satisfaction and organizational commitment for front office employees in a random sample of 300 employees from 18 four- and five-star hotels in Cairo. They discovered a significant and positive impact of TFL on those two elements. The study recommended that the employment of TFL and transformational behaviours be incorporated into hotel management's human resources training plans.

As seen from the previous studies, the leadership notion incorporates management in many facets. It shows the interrelationship of leadership styles, empowerment, job satisfaction, and organizational commitment with managers and employees. Hence, these studies showed that leadership and management cannot be separated in the hospitality setting; likewise, this study adopted this notion. However, the literature on this topic did not demonstrate this dimension and OC in the Jordanian context, especially in the four-star hotels. Therefore, this formed a literature gap regarding this specific geographical context.

Further, several studies discussed different topics in the Middle Eastern literature regarding leadership and management within the hospitality setting; nevertheless, they did not tackle them specifically within the Jordanian hospitality industry, as part of the Middle East region, which forms a significant geographical area for different studies and research. For example, another study examined the factors managers could utilize to improve organizational citizenship behaviour (OCB) in Iranian independent hotels. The latter research investigated the relationship between leadership style and OCB through organizational culture and trust variables. Thus, the study indicated that TFL and transactional leadership (TL) affect trust only through a balanced organizational culture and that only TL directly relates to OCB. Therefore, those findings suggested a few recommendations for managing independent hotels in the Middle East. It showed the importance of TL and TFL in the hospitality setting. It also demonstrated that managers should be careful and transparent with their subordinates and managers should build an organizational culture that encourages trust (Nazarian et al., 2021).

Building on the above, this paper acknowledges that leadership is an integral part of management, as hospitality literature has demonstrated the relationship between these two domains. However, OC has not been tackled in the specific context of Jordanian four-star hotels. Therefore, this study probed into this aspect to cover this contextual gap.

2.1.3 Leadership and Change

Moreover, leadership deals with change. Hence, a crucial aspect of change is leadership development. Therefore, a change leader sees change as an opportunity (Drucker, 1999); a step that is absent in the Middle East area

(Metcalf, Mimouni & Elagar, 2011). Change leaders realize the significance of development, know the right changes are needed, and look for them. They see that significant changes could be made in future policies, look for them through systematic methods that anticipate change, and aim for the right way to introduce change inside and outside the organization. They also implement change, or development, through organized improvements and future planning for success (Drucker, 1999).

Although these leadership methods have played crucial roles in developing organizations' performance in the modern world since the last century, they were not of leaders' concern in the Middle East (Alexander, Nathan & Kendall, 2017). However, these models are vital for enhancing performance in Jordan's local hotels (Sheikh, Alexander & Azzeh, 2013). That is why this paper relates the leadership concept perceived by informants to organization culture as seen in the literature and examines how a cultural change would contribute to leadership improvements.

2.2 Organization Culture Theory (OCT)

In their study on leadership style (LS), organization culture (OC), and performance, Ogbonna, E. and Haris (2000) state that empirical evidence from United Kingdom companies shows that organizational culture mediates the relationship between leadership style and performance. Consequently, a closer look at the term "organization culture" is vital. Schein (2004) defined culture as "a dynamic phenomenon that surrounds people at all times, being constantly enacted and created by people's interactions with others and shaped by leadership behaviour, and a set of structures, routines, rules, and norms that guide and constrain behaviour". Accordingly, culture is "created, embedded, evolved and manipulated" from the perspective of the groups (organization) by leaders (Bass & Avolio, 1993). Thus, it "constraints, stabilizes and provides structure and meaning to the group members" (Schein, 2004). In this respect, the culture of a group is thought to be a "pattern of shared basic assumptions that was learned and developed by a given group, as it learns to solve its problems of external adaptation and internal integration. This integration has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel concerning those problems" (Schein, 1988, 2004). Accordingly, as shown in the literature, this paper examined the hotels' leadership perceptions of managers and employees and their relationship to OC.

Furthermore, if a leader wants to change the performance of his organization, he will have to deal with its culture. At this point, the leader's role in the organization is to manage the culture (Schein, 2004). The unique interconnection between culture and leadership in the organization is fascinating. Culture is the 'result of a complex group learning process that is only partially influenced by leader behaviour (Schein, 2004). Moreover, leadership is originally the source of OC: the beliefs and values within the organization that shape the basic assumptions. If the group in the organization felt threatened due to maladaptation, then it is the function of leadership at all levels to deal with this problem (Schein, 2004).

The definition of OC as Schein (1988) states is a set of "basic assumptions" developed by "a group" as members of the organization and originally by their leaders (Bass & Avolio, 1993; Schein, 2004). This group learns to cope with its external adaptation and internal integration. In this respect, how do external organizational adaptation and internal integration have to deal with improvements in the context of its leadership? Moreover, what do leaders need to know about how culture changes?

Group and culture are two facets of the same coin. They result from leadership activities and shared experiences (Schein, 2004). How, then, does leadership manage the organization's members while shaping its culture in the context of the external environment surrounding it? Edgar Schein (2004) proposed the need to understand the dimensions leaders must follow while creating and managing groups, trying to solve the problems they face, and coping with external issues.

The essential elements of external adaptation and survival proposed by (Schein, 2004) are as follows:

- 1- Mission and strategy: generating a shared core mission and a primary task.
- 2- Goals: generating shared goals extrapolated from the fundamental mission.
- 3- Means: generating shared means to attain goals.
- 4- Measurements: generating shared scales to assess the group's actions in fulfilling the goals.
- 5- Correction: generating shared methods to repair and conform strategies with goals.

Every leader has to share the concept of his mission and strategy of his organization with his followers. This concept is derived from the idea of "the reason to be", which revolves around economic survival and growth. It is also related to maintaining good relations with the major stakeholders such as investors, customers,

government, and suppliers (Collins & Porras, 1994). Within this study, the key to the growth and survival of an organization is to keep balanced relations with those relational components within the local hotel under a central mission. The hotel's core mission has to be recognized clearly by its employees. Besides, a hotel manager must establish a purpose and build a strategy for the end goal. In this respect, the organizational culture is being created (Schein, 2004).

The mission must be translated into goals to gain the group's understanding and consensus. Therefore, the manager of a local hotel must reach a concrete and shared understanding and communicate it with his followers. Then, achieving the mission and goals must be identified by shared means that reflect day-to-day activities that require consensus. Moreover, this process must be followed by measurement procedures within the hotel capacity and the correcting approach, all of which require consensus.

When the manager of a local hotel recognizes the significance of the agreement within the group in the organization, they will be more successful in establishing better strategies to improve performance in solving this issue.

On the other hand, internal integration depends upon the external adaptation of the organization (Schein, 2004). Internal integration assumptions imply creating a common language within the group, defining inclusion-exclusion criteria among the group members, consensus about distributing power, developing intimacy and friendships, deciding about rewards and punishments, and explaining the unexplainable.

Consequently, in the context of this study, local hotel managers must learn how to build an integrated group. Besides, every group must learn how to be a group. A leader must establish common grounds regarding the recent elements discussed to change the organizational culture towards a positive one that understands the significance of changing. Training must be integrative and revolve around consensus in understanding the main concepts, such as teamwork, work, respect, and quality (Schein, 2004). Leadership and employees within the local hotel must develop and agree upon assumptions (could be through training or continuous orientation programs) about the group's boundaries and how they distribute power and reward systems and assumptions about unexplainable events to avoid anxiety. All of these internal assumptions play a crucial role in the firm's integration. Undoubtedly, leaders come into play as the source of beliefs concerning these internal elements (Schein, 2004).

According to the facts stated above, this study will explore the understanding of the hotel managers' and employees' leadership and then relate this to OC as described in the literature. It will also study the managers' intention to enhance the hotel's performance through OC change.

Similarly, the 'Globe CEO Study' (2014) focused on the relationship between leadership and culture. Seventy researchers from twenty-four countries gathered data from over six thousand CEOs and senior executives in different industries. They confirmed the vitality of CEOs' influence on organizational performance. The findings of this study included CEO behaviours that lead to success. They found that charismatic leadership and team-oriented behaviours are the first and second (out of six global behaviours) most impactful ones on top management team members' dedication and firm performance. Charismatic leadership reflects the ability to inspire, motivate, and expect high performance from others.

In contrast, team-oriented leadership concentrates on significant team building and applying shared goals among team members (Globe Studies, 2004). In their innovative examination, they discovered that Arabic cluster societies are highly group-oriented hierarchical and low on future orientation. However, they also found that outstanding leadership, including charismatic and team-oriented traits, is required in such collective societies to achieve tasks and goals.

Therefore, this investigation will focus on discovering how the leadership process is emphasized, using those traits in the Jordanian context and how it is related to organizational culture (Dorfman et al., 2012). Like Edgar Schein's studies, Globe's studies emphasize the significant effect of leadership on organizational culture, which in turn impacts performance. That is why, in this study, the main goal is to explore leadership and OC within the management and employees' capacities in the studied hotel samples.

Last, what do leaders need to know about how culture changes? Schein (2004) explains that organizational life has three stages: formative, midlife, and maturity or decline. This paper is concerned with the midlife stage of the local hotel since it explores the procedures and interventions of leadership that aim to enhance the hotel's organizational culture change programs. Therefore, in the midlife of a local hotel, the culture would be diverse, making it challenging for the leader to decide which elements need to be changed or preserved. At this stage, leaders could change assumptions by a rewarding system that differentiates among subcultures within the

organization.

Moreover, cultural change is always transformative by definition, requires unlearning and relearning processes, and involves psychological pain. Creating psychological safety for organizational members, leaders, and followers who undergo the unlearning and relearning transformative activities requires eight steps. Those steps involve a positive vision for the organization towards change, formal training of new knowledge and skills, the involvement of the learners in designing their optimal learning procedure, informal training to establish new assumptions within the groups, coaching and feedback procedures, support groups, role models and reward systems (Schein, 2004).

Organizational culture, a critical component of the development procedure in local hotels' leadership, is the focus of our study. This research is particularly relevant to the field of organizational development and leadership, as it examines leadership concepts among the local hotels in Jordan and how managers and employees perceive them. Equally important is the exploration of leadership capacity among these managers and its potential influence on organizational culture in their leadership processes.

3. Methodology

3.1 Overview

The research approach depended upon the ontological and epistemological considerations formulating the philosophical position (Saunders, Lewis & Thornhill, 2019). The tenuousness of leadership and its connection to organizational culture as being an objective element among Jordanian 4-star hotels, directed the study toward the constructivist interpretive positions (Merriam, 2002; Merriam & Tisdell, 2016; Marshall & Rossman, 2006; Saunders, Lewis & Thornhill, 2007; Bryman & Bell, 2011; Killam, 2013). Moreover, ontological and epistemological positions dictate the researcher's methodological procedure (Killam, 2013). That is why the study focused on the qualitative approach, which stems from the constructivist interpretive stands .

A multiple-case study, as part of a qualitative approach, was employed. It followed the recruitment of four managers (general managers or any other leader positions) and four employees from different departments in different four-star hotels in Jordan. The case study method was applied because it was a choice of what to explore within a bounded system (the hotel setting) and investigated a contemporary phenomenon in-depth within its real-life context (Yin, 2018). Likewise, the paper used the multiple-case-study method to describe leadership development practices among four-star hotel managers and employees to illustrate the complexities of this process according to their perspectives. Multiple case studies were also used to explore and understand the phenomenon in distinct case-hotel contexts.

On the other hand, the current study used the purposive sampling method to select the hotels studied. Qualitative research sampling is generally seen as replicating the multiple-case study approach, not as in the quantitative sampling logic (Yin, 2009). It is analogous to multiple experiments that lead to specific findings. The experiment model aims to replicate the trial to ensure the lead toward an indicated finding. Only then are the findings of this experiment considered robust. Likewise, conducting multiple case studies could produce rigorous results (Yin, 2018) .

Emphasizing its significance in qualitative research, the current paper views purposive sampling as a technique that selects participants based on their expertise in the field under study. This method ensures a diverse population representation and aligns with a view of top-bottom leadership development practices (Sekaran & Bougie, 2016). It was also chosen to facilitate an in-depth exploration of the phenomenon (Yin, 2009, 2018; Schoch, 2016), making it the ideal sampling process for the current studies .

Furthermore, the present study's target population (Sekaran & Bougie, 2016) of the four-star hotels segment comprised 35 hotels within the Jordanian hotel industry (MOTA, 2020). The sampling process began with three case hotels and twelve interviews. It was chosen based on Guest and his team's (2006) argument that most data saturation occurs within the first twelve interviews. This approach also aligns with the research questions and objectives, ensuring the integrity of the study. The current paper identified three hotel cases according to a list provided by the Jordan Hotel Association and followed this sampling procedure due to the rejection of most case informants to adhere to the research process in four-star hotels (Saadeh, 2019). Consequently, the current research followed valuable contacts to continue the study.

Besides, the respondents' selection was achieved by the hotels' management following a particular criterion as the interviews happened during the COVID-19 pandemic (throughout October and November 2021), and the hotels were re-opening immediately after the pandemic. This selection criterion was that the selected participants should have at least five years of experience in the same organization; hence, hotel general managers were

approached to choose the managers and employees who had worked there for more than five years. Thus, all the participants were of not less than five years of experience, each one in his field. In addition, the research started with one hotel in the Dead Sea area, one in Amman, the capital, and one in Aqaba. Thus, this selection conformed to the research questions and objectives.

3.2 Data Collection Techniques

Data was meticulously collected through interviews and documents (Silverman, 2017). Interviews were utilized because they gathered managers' and employees' perspectives on their leadership and how they understood it within the hotel's context. Mason (2002) assures the latter procedure by arguing that qualitative interviewing involves contextual and situated knowledge. Therefore, the interview's task is to ensure that the relevant contexts are brought into focus (Mason, 2002), reassuring the audience about the study's validity.

Furthermore, qualitative interviewing serves as a powerful tool for researchers to gain insights into a person's perspective and experience (Howitt, 2019). The latter aligns with the purpose of the research, as interviews are instrumental in achieving this goal. This emphasis on the meaningfulness and value of the research will resonate with the audience.

In addition, qualitative studies use unstructured or semi-structured interviews (Bryman & Bell, 2011). In the current paper, semi-structured, in-depth, open-ended interviews were applied because semi-structured interviews are flexible. This means that the researcher could add more questions during the interview as he would see it appropriate to do so (Bryman & Bell, 2011). Besides, the research aims to understand the phenomenon in-depth within the case hotels. In contrast, open-ended interviews aim to gather data during sufficient time for participants to express their experiences according to their perceptions more adequately, usually 30-45 minutes (Yin, 2018). Furthermore, the researcher requires rapport with the interviewee and active listening (Silverman, 2011). Besides, qualitative interviewing involves the inquirer as an active participant while collaboratively producing the interview (Silverman, 2011). These attributes were employed in the present study and were consistent with the study's purpose. An interview guide was prepared and employed to achieve the objectives and answer the research questions.

3.3 Data Analysis

Typically, an analysis tool would be chosen. The thematic analysis (TA) approach was selected from different methods. TA was chosen because it is flexible, as it can be applied independently across a range of theoretical and epistemological approaches (Braun & Clarke, 2006) and its ability to capture patterns and themes across qualitative datasets (Braun & Clarke, 2012). In this sense, the thematic analysis focuses on emerging words, dominant themes, and patterns extrapolated from the interviews' materials. Themes and patterns that describe managers' and employees' understanding and demonstrate their perspectives on leadership construct within the studied hotels are crucial for this study's analysis (Howitt, 2019). The thematic analysis (TA) findings are also accessible to hotel managers because they are easily accessible to the general public (the participants and other stakeholders such as owners) and can help inform policy development (Howitt, 2019). The latter attributes of thematic analysis conform with the purpose of the present study, which is why it is adequate for this paper. Hence, the current research aims to capture the managers' and employees' viewpoints, understand their awareness of leadership, and find gaps or patterns in leadership perceptions and their relation to OC. Then, recommendations were built upon the findings.

3.4 Strategy of Analysis

Commonly, a general analytical strategy was developed to analyze the data collected (Yin, 2018). King and Horrocks (2010) proposed a three-stage approach to developing and analyzing the data, the first of which is descriptive coding. This involves reading through the transcript, highlighting the relevant material, defining descriptive codes, and repeating the process for each transcript to refine the descriptive codes. This process was done by reading and re-reading the text and looking for essential features using the NVivo software.

The second stage was the interpretive coding, which moves to a more detailed and systematic engagement with the data. It requires clustering the descriptive codes into categories, interpreting the meaning of the clusters in relation to the research questions and applying the interpretive codes to all the data sets.

The third stage was overarching the themes. Themes did not emerge fully from the data; therefore, theme building is an act of designing them by categorizing and coding them into meaningful groups, which identified significant patterns from the coding process. This stage was done by compiling all coded data and taxonomies from the second stage into themes and reviewing them to ensure relevance to the organized concept. Hence, it involved deriving critical themes from the interpretive codes. Accuracy and precision were crucial at this point.

It meant reviewing the codes with the themes and deciding precisely whether they were related to the theme (King & Horrocks, 2010).

4. Results and Conceptualized Understanding

4.1 Results

Based on the exploration of the perceived leadership concepts of managers and employees in the studied hotels, it was found that the variety of leadership models found in the experiences of international organizations and the literature were not observed within the studied hotels. Furthermore, the root of an authoritarian leadership model was detected in the in-house training process, which builds leadership via staff selection based on only a strong personality and specific characteristics inclined to control people and situations. Moreover, those choices were made when employees needed to be promoted to supervisors, assistant managers, or managers according to the management structure needs and due to staff shortages. Hence, an OC was being built among staff that has an authoritarian root (Bass & Avolio, 1993; Schein, 2004; Globe, 2004, 2014; Elkhwesky, 2022)

Another phenomenon was observed where training and experience spillovers focus on the hotelier profession rather than leadership procedures where LDPs such as empowering, coaching, and one team attitude were practiced when needed to promote or replace an employee or a supervisor in order to fill the gaps of the management (leadership) structure. Additionally, one team attitude was utilized to generate collaboration among friendly staff to overcome challenges like lack of staff and shortage of training. Such a framework is built on low and limited leadership potential, which leads to lower capability prospects of leadership operation and organizational performance. One more time, a shortage of leadership performance was detected, which influenced organizational culture, where staff has decreased knowledge and ability in hotel performance. According to Schein (2004), this kind of interaction from leadership toward employees shapes the behaviours and the set of structures, routines and rules that guide constraint attitudes in the workplace. Hence, hotel performance was influenced by these behaviours and was detected as “low”.

Furthermore, the English language element had lower standards among employees and most managers, limiting the possibility of development through sophisticated professional and leadership programs found in the five-star hotels. Another discovered phenomenon was related to the harmful intervention of owners where the cost of programs was an issue. Instead, they would cancel the training cost rather than enjoy long-term benefits, which could be done through financial investment allocations. Besides, identified owners' challenges related to minimum training program expenses and lack of time needed for training resulted in labour turnover and employee disloyalty, leading to low salaries and low hotel performance. It is also found that owners intervene in the hotel's operations and leadership. However, they lack the proper training and accepted experience, inhibiting the organization from the correct path of leadership and professional advancement. Accordingly, organizational culture was built according to these key behaviours (Bass & Avolio, 1993; Schein, 2004).

Furthermore, lower education levels were detected among employees and some managers, where employee recruitment (accomplished by managers) was made through vocational schools with low averages. This situation reflects minimum ability potential and limited knowledge, awareness, skills, and English language capability. Besides, the participants' answers and the management recruitment policies described within several interviews detected the present low awareness level. This process negatively influenced OC in the studied hotels (Dorfman et al., 2012; Harrison, 2018)

Consequently, the study answered the research questions and achieved the objectives. Thus, one would conclude that managers and employees have non-systematic and improvised professional interactions built on managers' experiences and simple training programs, which would negatively impact the organizational culture found in the studied hotels. According to Schein (2004), these leadership attitudes created those organizational cultures and behaviours.

Furthermore, participants' current practice apprehension and outcomes are described below according to conceptualized perceptions. Further, managers' and employees' understanding of the top-down, bottom-up organizational leadership levels were shown in the participants' answers, where existing limitations in staff experiences and understandings are explained along with the participants' responses. The results also show that not all staff in the studied cases are involved in the leadership development programs. Therefore, it was detected that the latter leadership behaviour shaped the hotels' culture, resulting in low hotel performance.

4.2 Conceptualized Understanding

It was observed that the three cases showed a resemblance in the findings. The results were likely to converge as

in the following:

- The owners intervened in the leadership process and hotel operations, influencing the hotels' OC.
- Limited capacity in education, awareness, skills, experience, and abilities among the employees indicated unqualified staff in all cases, which in turn influenced hotels' OC.
- Experience as a developmental tool was the focal point for employees' development, which is part of hotels' OC.
- Managers' experience spillovers to employees occurred in the three cases.
- Minimum and primitive enablers were exercised in the three cases.
- Most managers come from a five-star training and experience or another profession.
- All three cases expressed problems with several managers, which indicated "putting the wrong manager in the wrong position," influencing hotels' OC. This situation reflected the harmful roles of some managers (leaders) and the obstruction of smooth development and operations in every case.
- All cases showed reluctance to the cost of training and expressed financial issues (influencing OC to have limited knowledge, skills, and abilities -KSA).
- All cases indicated inadequate and non-proper training; therefore, OC has limited KSA influence.
- All cases showed that leadership training is overlapped with professional training.
- All cases manifested the lack of staff, low salaries, low hotel income, lack of time for proper training, labour turnover, and employee disloyalty due to lack of incentives.
- All cases had traditional gaps and evaluation methods that could not measure the impact on customer satisfaction or sales. The situation reflects improvisational assessments.
- All cases showed that training is done primarily according to managers' experiences.
- All cases demonstrated the English language barrier.
- All cases resulted in medium or less leadership potential.
- Two cases expressed the lack of specialized training institutions in Jordan, and one indicated that programs stopped before and after the COVID-19 year 2020.
- All cases demonstrated the employees' dedication through their hard work and long hours, which in turn affects the availability of training time.
- Unqualified staff expresses the barrier to change among employees and some managers.
- Employees and some managers' responses reflected low potential in leadership, learning, and the ability to change.
- All cases showed convergence of managers' findings with employees' results. That is, what managers expressed was confirmed by employees' findings.
- All three cases demonstrated the approval of informants of the findings by signing their consent on the results' papers confirming transparency.

5. Conclusion

Due to the primitive enablers existing in those hotels to exercise leadership and the challenges described in the findings, recruited managers try their best in their day-to-day work to overcome all the difficulties they face daily. The latter is done, especially when they try to mimic the five-star operations (with no existing potential in the four-star hotels), or if they are from another profession with no training or experience to develop leadership, they improvise in their daily work. Thus, what they do is recruit employees with minimum potential. They also face difficulties such as minimum salaries and a shortage of staff. Therefore, they coach their followers from their experience, empower them with control, and fill the everyday gaps by promoting team spirit, a phenomenon not representing the teamwork construct as seen by literature (McLean, 2018). Moreover, they improvise while accomplishing these tasks. They also care for their personal needs, showing a simple transactional leadership style. Besides, every now and then, they arrange for a training program in the profession. Hence, resulting in a shallow leadership process potential. These attitudes comprised the organizational culture in the hotels studied, which was generated by the hotel's owners and managers (Schein, 2004). When the previous results about leadership construct are compared with the related literature to OC, shown in the second section, one can observe that such concepts, according to the literature discussed, were due to the organizational culture embedded in the

participants' minds. Accordingly, any attempt to change the leadership position, which could result in a better leadership performance suggested by the coming recommendations, would require understanding the concepts of leadership constructs and OC models discussed and trying to employ them in training programs.

6. Recommendations

Based on evidence extrapolated from the study, recommendations for the researched cases and similar firms were suggested to generate a change leading to improvements; hence, recommendations are described in the following subsections.

6.1 Training and Development

Before investing in the hotel business, owners must undergo training in leadership models, leadership development and cultural change, and professional training. Afterward, programs should be continuous as long as owners intervene in the leadership and professional processes.

Moreover, leadership training programs and professional training are to be established for all managers and employees. Those sessions continue to take place regularly throughout employment. Thus, an organizational cultural change could be established for sustainable improvements.

In addition, leadership and cultural change training programs must be chosen appropriately through well-known hotel management and leadership institutions and university-specialized (doctoral level) members. Instructors should also be selected appropriately to train owners, managers, and employees at all levels.

Furthermore, strengthening sessions in the English language must include all staff levels within the four-star Jordanian hotels and training programs must focus on raising owners', managers', and employees' awareness, skills, and education in leadership and organizational culture (and the profession).

Further, professional and expert training programs will be the focal point of leadership and organizational culture change in four-star hotels; instead of only "experience". It is also recommended that leadership programs include training in the popular leadership development practices described by Day (2001), which include 360-degree feedback, executive coaching, job assignment, mentoring, and networking. It is also recommended that formal training courses be designed to broaden owners', managers', and employees' leadership awareness and skills and exercise them in the field.

Finally, it is suggested that contemporary leadership styles be included in the training materials for all staff categories, including the owners. Those models involve transformational leadership and authentic leadership. Therefore, materials would contain themes such as the leader serving as an ideal role model, inspiring and motivating employees, demonstrating genuine concern for their needs, and challenging them to innovate - through higher education programs and special courses (Bass & Avolio, 1993; Bass & Riggio, 2006). Moreover, materials could also comprise self-awareness, relational transparency, balanced processing, and internalized moral perspective dimensions that raise staff awareness of loyalty, trust, values, strengths, optimism, positive emotions, and personal and social identity. Therefore, results would include followers' commitment, job satisfaction, meaningfulness, and job performance. These behaviours could advance leadership and organizational culture (Avolio et al., 2004; Avolio & Gardner, 2005; Schein, 2004). All of these measures could be exercised on 3-star and other local hotels.

6.2 Policy Recommendations

Employee recruitment must not rely on lower vocational school standards in four-star hotels; instead, personnel must be from higher educational standards and higher averages. Furthermore, four-star hotels are to set up a fund through a committee represented by the Jordanian Hotel Association, which is paid annually by all four-star hotels. This fund is accountable and monitored by the committee and is allocated to establish ongoing training programs for leadership and organizational cultural change (besides professional) for all four-star hotels' staff, owners, managers, and employees.

Moreover, managers and employees recruited in this hotel's category must sign a five-year employment contract to avoid labour turnover and disloyalty. This contract is legally obligatory through the Ministry of Tourism and Antiquities and the Jordanian Hotel Association for all four-star hotels' labour. Therefore, managers and employees will no longer leave their jobs before five years, minimizing labour turnover and disloyalty.

Furthermore, establish a strategy to recruit the right managers in the correct positions. This scheme would help progress the leadership operations.

Lastly, policies supporting organizational culture and leadership change should follow the training programs that reinforce organizational culture change and leadership improvements.

6.3 Government Assistance

Government support for developing leadership and organizational cultural change (and the profession) in four-star hotels should be established and well-maintained through a dual dialogue between the two parties (the government and the four-star hotels' community) and a loyal, well-managed Hotel Association.

Moreover, the problematic "low staff salaries" must be addressed through government support (tax policies or aid).

Additionally, it is advised that the "Market Jordan" program be reactivated through the "Jordan Tourism Board," which must be led by a loyal expert and motivated leader encouraged by incentives. This step would eventually overcome the issues related to low salaries and low hotel income.

6.4 Enablers

Enablers must be extended. They must NOT rely on only primitive practices such as controlled empowerment, coaching (from narrowed experience), and the team spirit attitude; instead, they must be broadened to practices found in international organizations' empirical experiences and proof of evidence established in the literature, depending on the literature discussed in section two.

Acknowledgement

I greatly appreciate the valuable contributions of my supervisors at Northampton University, who oriented and guided me in conducting the original research. I also appreciate the University of Jordan School of Business committee members for letting me present this article at the second IBDE conference in 2024.

Author's Contributions

The author of this article is the only one responsible for the study design, the original research and writing the current paper.

Funding

Not applicable.

Competing Interests

The author declares that he has no competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Ethics Approval

The original research on which this paper relied was conducted according to the University of Northampton Research Ethics Code and Procedures and under the Universities UK Concordat to Support Research Integrity.

Provenance and peer review

Not commissioned; externally double-blind peer reviewed.

Data availability statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

Open access

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

References

- Alexander, N., Nathan, E., & Kendall, H. (2017). Leadership and Leadership Development in Asia. *Routledge Handbook of Human Resource Management in Asia*, Routledge, 10456, 183-200. <https://doi.org/10.4324/9781315689005-14>
- Aveyard, H. (2007). *Doing a Literature Review in health and social care: A practical guide*. First Edit. Edited by M. G. Hill. Berkshire - England: Open University Press. Retrieved from

- <https://epdf.pub/doing-a-literature-review-in-health-and-social-care.html>
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development : Getting to the root of positive forms of leadership. *The Leadership Quarterly*, *16*, 315-338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
- Avolio, B. J. et al. (2004). 'Unlocking the Mask : A Look At The Process By Which Authentic Leaders Impact Follower Attitudes And Behaviours', *The Leadership Quarterly*, *15*, 801-823. <https://doi.org/10.1016/j.leaqua.2004.09.003>
- Bass, B., M. & Avolio, B., J. (1993). 'Transformational leadership and organizational culture', *Public Administration Quarterly*, *ProQuest Central*, *17*(1), 112-121. Retrieved from https://search.proquest.com/docview/1294946360?accountid=12834&rfr_id=info%3Axri%2Fsid%3Aprimo
- Bass, B., & Riggio, R. (2006). *Transformational Leadership*. 2nd Ed., Lawrence Erlbaum Associates, Publishers. 2nd Ed. London. <https://doi.org/10.4324/9781410617095>
- Braun, V., & Clarke, V. (2006). 'Using Thematic Analysis in Psychology,' *Qualitative research in psychology*, *3*(2), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
- Braun, V., & Clarke, V. (2012). Thematic Analysis Thematic Analysis. *Research designs: Quantitative, Qualitative, Neuropsychological, and biological*, *2*, 57-71. <https://doi.org/10.1037/13620-004>
- Bryman, A., & Bell, E. (2011). *Business Research Methods*. 3rd Ed., Oxford University Press. 3rd Ed. New York: Oxford University Press Inc.
- Burns, J. M. (1978). *Leadership*. Kindle, Open Road Integrated Media Inc. Kindle. 2012. New York.
- Collins, J., & Porras, J. (1994). *Built to last : Successful habits of visionary companies*. New York: Harper Business. Retrieved from <https://onlinelibrary.wiley.com/doi/abs/10.1002/cir.3880060321>
- Day, D. V (2001) *Leadership Development : A Review In Context*, *11*(4), 581-613. [https://doi.org/10.1016/S1048-9843\(00\)00061-8](https://doi.org/10.1016/S1048-9843(00)00061-8)
- Dorfman, P. et al. (2012). GLOBE : A twenty-year journey into the intriguing world of culture and leadership, *Journal of World Business*. Elsevier Inc., *47*(4), 504-518. <https://doi.org/10.1016/j.jwb.2012.01.004>
- Drucker, P. F. (1999). *Management Challenges for the 21st Century*. First Ed., Perfectbound. First Ed. New York. Retrieved from http://202.166.170.213:8080/xmlui/bitstream/handle/123456789/963/management_challenges_for_the_21st_century_0887309992.pdf?sequence=1&isAllowed=y
- Eisen, D., & Resco, L. (2020). Analysis: At What Occupancy Rate Can a Hotel Break-Even ,?' HOTSTATS Blog Articles covering breaking industry news and trends. Retrieved from <https://www.hotstats.com/blog/analysis-at-what-occupancy-rate-can-a-hotel-break-even>
- Elkhwesky, Z. (2022). 'A Systematic and Critical Review of Leadership Styles in Contemporary Hospitality: A Roadmap and a Call For Future Research', *International Journal of Contemporary Hospitality Management*, *34*(5). <https://doi.org/10.1108/IJCHM-09-2021-1128>
- Fayed, H., & Fathy, E. (2022). 'The Impact of Transformational Leadership on Front Office Employees' Satisfaction and Organizational Commitment', *Pharos International Journal of Tourism and Hospitality*, *1*(1), 49-63. <https://doi.org/10.21608/pijth.2022.264824>
- Globe CEO Study (2014). *Global Leadership and Organisational Behaviour Effectiveness*. Retrieved from https://globeproject.com/study_2014
- Globe Studies (2004). 'An overview of the 2004 study : Understanding the Relationship Between National Culture, Societal Effectiveness and Desirable Leadership Attributes', *Global Leadership and Organisational Behaviour Effectiveness*, pp. 1–14. Retrieved from https://globeproject.com/study_2004_2007
- Graen, G. B. & Cashman, J.F. (1975). *A Role-Making Model Of Leadership In Formal Organizations: A Developmental Approach*, in: J.G. Hunt and L.L. Larson, *Leadership Frontiers*, pp. 143–165 Kent: Kent State University Press.
- Greenleaf, R. K. (1977). *Servant Leadership: A Journey Into The Nature Of Legitimate Power and Greatness*, Mahwah, New Jersey: Paulist Press.
- Guest, G., Bunce, A. & Johnson, L. (2006). How Many Interviews Are Enough?: An Experiment with Data Saturation and Variability. *Field Methods*, *18*(1), 59-82. <https://doi.org/10.1177/1525822X05279903>

- Harrison, C. (2018). *Leadership Theory and Research: A Critical Approach to New and Existing Paradigms*, UK: Palgrave Macmillan, Springer International Publishing AG. https://doi.org/10.1007/978-3-319-68672-1_3
- House, R. J. (1977). A 1976 theory of charismatic leadership. in J. G. Hunt and L. L. Larson *Leadership: The cutting edge*, pp. 189–207, Carbondale, Illinois: Southern Illinois University Press.
- Howitt, D. (2019). *Introduction to Qualitative Research: Methods in Psychology. Putting Theory into Practice*. 4th Ed., Pearson Education Ltd. 4th Ed. Loughborough University.
- Katz, R. L. (1955). 'Skills of an Effective Administrator,' *Harvard Business Review*, 52(5), 33-42.
- Killam, L. (2013). *Research Terminology Simplified: Paradigms, Axiology, Ontology, Epistemology and Methodology*, Sudbury. Retrieved from https://books.google.jo/books?hl=en&lr=&id=nKMnAgAAQBAJ&oi=fnd&pg=PA3&dq=what+is+ontology+epistemology+and+methodology&ots=u4O5rLhlJJ&sig=yFsgzweunSNrLhfSvZ_LA9ihIIY&redir_esc=y#v=onepage&q=what is ontology epistemology and methodology&f=true
- King, N., & Horrocks, C. (2010). *Interviews in Qualitative Research*, 1st ed, London, Thousand Oaks, New Delhi: Sage Publications Ltd.
- Marshall, C., & Rossman, G. (2006). *Designing Qualitative Research*. Fourth Ed, SAGE Publications. Fourth Ed. Thousand Oaks. USA: SAGE Publications. 52 https://books.google.jo/books?id=Wt3Sn_w0JC0C&printsec=frontcover&source=gbs_ViewAPI&redir_esc=y#v=onepage&q&f=true
- Mason, J. (2002). *Qualitative Researching*, 2nd ed., London, Thousand Oaks, New Delhi: Sage Publications Ltd.
- McLean, S. (2018). *Business Communication for Success*, 2.0, Boston: Academic Publishing, Inc. d.b.a. FlatWorld.
- Mena Report (2018). 'Jordan, United Kingdom: EBRD helps boost tourism and hospitality sector in Jordan. Gale Academic Onefile'. Retrieved from https://go.gale.com/ps/i.do?p=AONE&u=nene_uk&id=GALE%7CA537790197&v=2.1&it=r&sid=AONE&asid=216c807b
- Merriam, S. B. (2002). 'Introduction To Qualitative Research,' in *Qualitative research in practice: examples for discussion and analysis*. San Francisco CA: Jossey-Bass by John Wiley and Sons, Inc. Retrieved from http://stu.westga.edu/~bthibau1/MEDT8484-baylen/introduction_to_qualitative_research/introduction_to_qualitative_research.pdf
- Merriam, S., & Tisdell, E. (2016). *Qualitative Research: A Guide to Design and Implementation*. 4th Ed., Jossey-Bass: A Wiley Brand. 4th Ed. San Francisco, CA.
- Metcalf, B., Mimouni, F., & Elagar, E. (2011). 'Leadership and Organisational Change in the Middle East', in *Leadership Development in the Middle East*. UK: Edward Elgar Publishing Ltd, p. 401. Retrieved from https://books.google.jo/books?hl=en&lr=&id=nsRXg8BEsg0C&oi=fnd&pg=PA129&dq=leadership+and+organizational+change+in+the+middle+east&ots=CUagi49mR7&sig=A8zFcW2n8_4ryzM9xQ2icQdhRVw&redir_esc=y#v=onepage&q=leadership and organizational change in the middle east
- MOTA, J. (2020). Ministry of Tourism and Antiquities – Jordan (2019) Statistics. Ministry of Tourism and Antiquities – Jordan. *Statistics*. Retrieved from <https://www.mota.gov.jo/Contents/stat2019Ar.aspx>
- Nazarian et al. (2021). How Leadership Affects Organizational Citizenship behaviour: a study of independent hotels. *International Journal Of Culture, Tourism And Hospitality Research*, 16(1), 1-20. <https://doi.org/10.1108/IJCTHR-10-2020-0229>
- Northouse, P. G. (2010). *Leadership: Theory and Practice*, SAGE Publications. 9th Ed.
- Ogbonna, E., & Haris, L. (2000). Leadership Style, Organizational Culture and Performance: Empirical Evidence from UK Companies. *International Journal of Human Resource Management*. Routledge - Taylor and Francis Group, 11(4), 766-788. <https://doi.org/10.1080/09585190050075114>
- Saadeh, N. (2019). Evidence Implementation Plan', *Journal of Service Science and Management. Scientific Research Publishing*, 12(3), 315-326. <https://doi.org/10.4236/jssm.2019.123021>
- Saunders, M., Lewis, P. & Thornhill, A. (2007). *Research Methods for Business Students*, Pearson Education Ltd. 4th Ed. Essex, England: Prentice Hall FT.
- Saunders, M., Lewis, P. & Thornhill, A. (2019). *Research methods for Business Students*, Pearson Education Ltd.

- 8th Ed. Essex, England: Prentice Hall FT.
- Schein, E. (2004). *Organizational Culture and Leadership*. 3rd Ed., Wiley and Sons Inc. San Francisco: Jossey-Bass - Business and Management Series.
- Schein, E. H. (1988). 'Organisational Culture', *Sloan School of Management*, WP# 2088-8(December). Retrieved from <https://dspace.mit.edu/bitstream/handle/1721.1/2224/SWP-2088-24854366.pdf?sequence>
- Schoch, K. (2016). 'Case Study Research', in Burkholder, G., Cox, K., and Crawford, L. (Eds.), *The Scholar-Practitioner's Guide to Research Design*. First Ed. Laureate Publishing, Sage Publication, pp. 227–241.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill Building Approach*, 7th ed., USA: Wiley and Sons Inc.
- Shehadeh, H., & Matarneh, B. (2014). The Impact of Leadership Styles in the Administrative Decision-Making Process in Jordanian Industrial Companies. *European Journal of Business and Management*, 6(23), 10-17.
- Sheikh, A., Alexander, N., & Azzeh, S. A. (2013). Transformational leadership and job involvement in the Middle East: The Moderating Role of Individually Held Cultural Values. *The International Journal of Human Resource Management*. Routledge - Taylor and Francis Group, 24(6), 1077-1095. <https://doi.org/10.1080/09585192.2012.703216>
- Silverman, D. (2011). *Interpreting Qualitative Data*, 4th ed., Los Angeles, London, New Delhi, Singapore, Washington DC, Melbourne: Sage Publications Inc.
- Silverman, D. (2017). *Doing Qualitative research*, 5th ed., Los Angeles, London, New Delhi, Singapore, Washington DC, Melbourne: Sage Publications.
- Spillane, J. P. (2005). Distributed leadership. *The Educational Forum*, 69(2), 143-150. <https://doi.org/10.1080/00131720508984678>
- Sun, S., & Lu, W. (2005) Evaluating The Performance Of The Taiwanese Hotel Industry Using A Weight Slacks-Based Measure. *Asia-Pacific Journal of Operational Research*, 22(4), 487-512. <https://doi.org/10.1142/S0217595905000595>
- Wright, P. (1996). *Managerial Leadership*, London, New York: Routledge.
- Yamak, O., & Eyüpoğlu, S. (2018). Leadership Styles of Hotel Managers in Northern Cyprus: Which Style is Dominant? *International Journal of Organizational Leadership*, 7(2018), 1-11. <https://doi.org/10.33844/ijol.2018.60202>
- Yin, R. (2009). *Case study research: design and methods*, SAGE Publications. 4th ed. Thousand Oaks, USA: SAGE Publications Inc.
- Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods*. 6th Ed., Cosmos Corporation, Thousand Oaks, USA: SAGE Publications Inc.
- Yukl, G. (2010). *Leadership in Organisations*, 7th ed., New Jersey: Pearson Education Limited, Upper Saddle River.