An exploration of leadership characteristics and values in the hospitality industry during times of crisis: A case study of the COVID-19 impact on the New Zealand hospitality industry.

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Abstract

The global hospitality industry has been particularly hit by the COVID-19 pandemic. An organization's ability to respond effectively to a crisis gives it a competitive edge, but poor leadership might jeopardise the company's existence (Clark et al., 2009). Dealing effectively and truthfully with the complexity and unpredictability of a crisis is a challenge for leaders. Many leaders, on the other hand, find it challenging to make quick and correct choices in crisis circumstances. There are limited studies that provide an understanding of leadership characteristics required to cope with an epidemic crisis in the hospitality industry. Therefore, in response this study addresses this gap in the literature by investigating the values and characteristics of leadership demonstrated by the New Zealand hospitality industry during the current Covid-19 pandemic.

This study adopts an interpretivist paradigm and a qualitative approach to evaluate and examine secondary data from main hospitality associations in New Zealand. The research provides a holistic view of information related to the behaviors and leadership approaches those leaders taken in responding to the COVID-19 crisis in the hospitality industry.

The findings reveal that New Zealand hospitality leaders adhere to core values of compassion and empathy in response to a crisis. Furthermore, the key leadership styles demonstrated were focused on dimensions of increasing collaboration and communication, creating a supportive culture, innovating solutions and recovery, and thinking ahead for long-term well-being. In addition, the researcher noted some new and emerging evidence in that New Zealand hospitality leaders provided focused leadership support through the distribution of authority to a network of expert teams. Not only does this study identify a variety of issues and challenges that hospitality leaders face, it presents a new model for sustainable leadership strategies for crisis situations that can be implemented by hospitality providers.

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Attestation of Authorship

I, PEIYUAN LI, hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the Acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or another institution of higher learning.

Signed: PEIYUAN LI

PEIYUAN LI

June 7, 2021

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Ethics Approval

This research did not involve human subjects in the proposed research. Ethical approval was not necessary for this research.

Chapter 1. Introduction

1.1 The Research Background

The hospitality and tourism industry has been particularly hit hard by the COVID-19 pandemic. Even though the industry has suffered crisis situations in the past such as terror attacks, epidemics, natural disasters that have posed a threat to its sustainability (Dayour et al., 2020), the COVID-19 pandemic is considered an unprecedented crisis due to the complexity and uncertainty it presents. The unprecedented scale of the coronavirus outbreak makes it extremely challenging for hospitality leaders to predict its consequences. Having spread to 211 countries across the globe causing border closures, hundreds of thousands of reported fatalities and economic recession, the coronavirus disease has created a dramatic scenario that is considered the most significant crisis faced by human in the past one hundred years. The travel and tourism industry have been severely impacted by the virus as its rapid spread infects almost every region of the globe (Gossling et al., 2020). Countries now have to respond with a 'new normal' against the virus, such as self-isolation, social distancing, 'bubbles', facial masks, closure of schools and businesses. Hotels and restaurants are places that involve a lot of interactions between the working staff and the customers on daily basis. These 'new normal' practices have resulted in numerous hospitality businesses to close and a drastic drop of travel and accommodation demand (Zenker & Kock, 2020). Therefore, the pandemic crisis has greatly affected the normal operations of hotels at the micro level and the sustainability of the entire industry at the macro level (Bartik et al., 2020; Baum & Hai, 2020).

There have been examples of ineffective leadership to mitigate the impact of COVID-19 which has highlighted the importance for more improved leadership to response to crisis situations. Leaders are required to make decisions under the intense pressure of uncertainty, and over the past year, we have witnessed leaders introduce various polices and restrictions that appear sometimes to be ineffective. In the response to COVID-19, for example, reports have been made public in the approaches taken by many world leaders such as US President Donald Trump (Lipton et al., 2020), Boris Johnson in the UK (Walker, 2020) and Shinzo Abe in Japan (Mason, 2020) criticizing their actions as incompetent. On the contrary, the New Zealand government led by Prime Minister Jacinda Ardern has been highly praised in terms of scientific research, mobilization of collective cooperativeness and efforts to minimize the harm to lives and livelihoods (Wilson, 2020). Effective leadership in response to crisis can be a competitive advantage for an organization, whereas ineffective leadership can even put an enterprise's existence in jeopardy (Clark et al., 2009). In the hospitality and tourism industry, a response to a crisis requires leaders to adopt effective and rapid strategies both at various stages of a crisis including initial outbreak and at the recovery phrase. However, many hospitality leaders find it difficult to make prompt and accurate decisions to cope with crisis situations.

1.2 Research Significance

The ongoing covid-19 pandemic is an opportunity for scholars to investigate the leadership styles and the challenges facing the hospitality industry. A key challenge for leaders is to deal timely, effectively and authentically under the great pressure of the complexity and uncertainty of the crisis. Therefore, if an organization does not take actions promptly or properly, the crisis is likely to escalate into catastrophe (Shaluf et al., 2003), posing a threat to the survival of the company. It can be difficult for hospitality leaders and executives to recognize that an organization or company faces a crisis. For example, the SARS outbreak of 2002-2003, saw the number of cases initially grow very slowly then escalate rapidly. Organizational leaders did not realize at first that they were in crisis until the government announced a state of national health emergency. In this instance, there were no predefined plans that could be applied in response to this crisis situation, but more a case of re-active decision-making and a mindset that focused on damage control (D'Auria & Smet, 2020). Given this case there is a need for a routine plan for the leaders implement in response to crisis situations. Therefore, there is a need for research into characteristics, mindsets, behaviors and values of hospitality leadership that can help determine an organization's survival in times of crisis (D'Auria & Smet, 2020). The hospitality industry in New Zealand provides an interesting context for this research into leadership characteristics in response to a crisis, in particular as Restaurant Association of New Zealand Report (2020) showed that hospitality revenues continued to rise in the first half year during the crisis before taking a sharp plummet. This study will therefore provide insights for how hospitality providers can understand and implement procedures for crisis management through the development of a sustainable leadership model for future crisis.

1.3 Aim and Objectives

Noticeably absent from the literature is research on what characteristics and values are required by respond to a crisis effectively and efficiently. Therefore, looking for the characteristics and values of leadership is necessary in order to establish strategies in crisis management. This dissertation focuses on the values and characteristics of the leadership demonstrated by the New Zealand hotel industry during the current Covid-19 pandemic. This study will provide insights for hospitality providers to develop sustainable leadership strategies for times of uncertainty, and it allows a better understanding of the core leadership characteristics and values required by hospitality providers in crisis situations.

Though a growing number of research explicitly investigate issues of leadership in the context of crises (e.g. James & Wooten, 2010; Smits & Ezzat, 2003; Halverson et al., 2004; Wilen, 2006), there are limited studies that provide an understanding of the leadership characteristics required to combat crisis situations in a commercial business context. This dissertation is an exploratory journey into the values and characteristics of leadership demonstrated by the New Zealand hotel industry during the current COVID-19 pandemic. In this context, this dissertation will analyze and examine core characteristics and values of leadership to determine

a sustainable leadership model in times of crisis. Against this background this dissertation is framed through the following research questions:

- What core characteristics and values do leaders demonstrate in times of crisis?
- What issues and challenges does the New Zealand hotel industry face as a result of COVID-19 crisis?
- What leadership strategies and approaches appear to be the most effective in crisis situations?
- How do the core leadership characteristics and values in crisis situations influence the development of a sustainable leadership model for the hospitality industry?

1.4 Design of Methodology

This research explores and investigates the values and characteristics of leadership in hospitality in crisis situations, which provide the platform for a model of leadership for organizational sustainability in periods of uncertainty. In addition, this research is concerned with human action and social impacts in a dynamic situation. Therefore, a qualitative approach has been selected as the most appropriate methodology in order to understand and interpret leadership characteristics required for crisis situations.

This research adopts a case study approach, along with collection and analysis of secondary data. The case under investigation is the New Zealand hospitality industry with particular focus given to leadership strategies and perspectives adopted by the industry in response to the COVID-19 pandemic. This study concentrates on secondary data from specific areas of the New Zealand hospitality industry, with particular focus on leadership styles, strategies and perspectives in relation to the impact of the COVID-19 pandemic. Based on this extensive collection of secondary information, thematic analysis was carried out to evaluate and interpret the data. Thematic analysis and coding provided the foundation for the proposed framework for a sustainable model of leadership for the New Zealand hotel industry in times of crisis.

1.5 Contents of the Dissertation

This dissertation consists of six chapters. Following the introduction, the chapter headings are Literature Review, Research Methodology, Case Study of New Zealand Hospitality Industry, Crisis Leadership in New Zealand Hospitality Industry, Findings and Conclusion. A review of the previous literature frames the theoretical foundation for hospitality leadership and leadership in crisis. The following data collection and analysis chapter illustrate the qualitative research process. The Findings chapter will answer the research questions and discuss the results and finally the Conclusion will discuss research limitations and implications for future study.

Chapter 2. Literature Review

2.1 Introduction

This chapter reviews previous research on crisis leadership and crisis management from a hospitality management perspective, in particular, the features of a crisis and how leaders to respond to crisis events. This chapter concludes by describing and explaining the characteristics of different types of leadership models that were applied in previous hospitality management practices.

2.2 Understanding a crisis

It is necessary to clarify a crisis actually is defined in literature and the challenges that leadership faces in the time of crisis. The first scholar to develop one of the most influential crisis theories from the organizational perspective was Hermann (1963). He posited three dimensions of a crisis concept: a crisis (a) threatens core values of the organization, (b) is unpredictable and unexpected, and (c) requires a rapid response in a limited amount of time. This model of crisis formed the foundation of early crisis research (Milburn et al., 1983; Mitroff et al., 1997). This model regards a crisis as a threat that can negatively influence the business and the operation of this organization. Further, crises are characterized by the feature of urgency. However, Lentner (1972) indicated that the perception of time pressure should be seen as a critical element of crisis, rather than the short period of decision time for response.

A later generation of scholars has explored other dimensions of crisis. In these cases, crisis was defined as a critical situation for an organization that, if not handled properly, can generate serious damage on the normal operation of the organization (Carley & Zhiang Lin, 1995). Dutton (1986) held the view that a crisis should be seen as a strategic issue and that an organization needs to apply a corrective approach before negative outcomes occur. Consequently, the process of decision-making and implementing actions should be made promptly. In addition to these features, Pearson and Clair (1998) defined crises as infrequent and unusual incidents that threaten the business well-being and are featured by uncertainty of cause and effect and of solution. James and Wooten (2010) added that crises can be distinguished from other incidents in an organization in their potential impact of public well-being, the extent and scope of the impact on stakeholders and their frequency. From the definitions discussed above, it can be concluded that the most significant elements of crises are ambiguity, urgency and high risk. It is these features that make a crisis unpredictable and extremely hard to respond to. Nevertheless, Weick (1988) emphasized that no matter that there is a low probability of a crisis occurring or that it might inflict serious consequences, it undoubtedly jeopardizes the basis of the organizational operation and management.

More recently, scholars of crisis posited other defining characteristics of a crisis. Coombs and Holladay (2014) argued that there is not an undisputed definition of crisis, but an accepted concept among the scholars

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is the insight of an unpredictable event that can significantly affect the operation and performance of the organization, engender harmful results to the stakeholders and can produce unfavorable consequences in the external and internal environment the organization is set in. Sawalha et al. (2013) viewed crisis as a deviant event that could engender alteration of policy by the government because it threatens public trust as well as drawing media and public interest. However, Brockner and James (2008) proposed that organizations should also recognize crisis more as an opportunity rather than a threat because crises will lead to the reallocation of resources and a restructuring of management.

2.2.1 Crisis and the hospitality industry

It is worth noticing that the notion of crisis has been discussed and investigated in different fields, thus its definition and usage varies relevant to the area of the study. Paraskevas (2006) stated that a crisis can be any unexpected event, such as a natural disaster, a labor strike, a terrorist attack and a management failure. Researchers in hospitality industry (Paraskevas, 2006) defined a crisis as a phenomenon that may lead to unfavorable, harmful or adverse consequences to the hotel, suppliers and stakeholders. He strongly argued that the hotel and service industry can be particularly affected. As a result, these consequences constitute a threat to the survival and sustainability of the business.

Regarding different context, Hutchins and Wang (2008) categorized crises in two different groups: natural and human-induced crisis; for example, he indicated natural crises including earthquakes, forest fire and hurricane while grouped terrorist attack, political unrest and labor strike as a human-induced crisis. Other scholars classified crises into four different types: (1) natural crisis, (2) civil conflicts, (3) epidemics and (4) technology failure (Tse et al., 2006). Studies have indicated that an epidemic crisis can impact the tourist inflow (U & So, 2020), which consequently leads to reduction of demand for hotel rooms and decrease of hotel performance accordingly (Kim et al., 2019). According to Tsao and Ni(2015), an epidemic crisis can have a significant impact on the tourism business due to the protracted recovery period required before returning to a more sustainable travel pattern. The following subsection will show examples of crises that are broadly known from each category.

(1) Natural crises are caused by the natural phenomenon, such as the 2019-2020 Australian Bushfires, Japan Earthquake and Tsunami of 2011, May 12th Wenchuan Earthquake in China, 2011 Christchurch Earthquake in New Zealand, etc.
(2) Civil conflicts are based on political unrest circumstances. For example, September 11 terror attack in the USA, 2002 Bali bombing in Indonesia, 2019 protest in Hong Kong, 2019 Christchurch Mosque shootings in New Zealand, etc.

(3) Epidemics are diseases that impact a huge number of individuals in a community, population, or region and spread over numerous countries or continents. For example, West African Ebola virus epidemic of 2013, 2002-2003 SARS outbreak and 1918 Spanish flu.

(4) Technology failures are associated with aircraft computer virus crisis and power blackout etc. Widely known examples are the two nuclear accidents, Chernobyl disaster in 1986 and 2011 Fukushima Daiichi nuclear disaster.

Categorizing the types of crises provides an overview of the potential threats that can occur and an idea for leaders of the challenges that they may confront in times of crisis. Hospitality scholars advocated that leaders must guide an organization efficiently towards long-term sustainability, especially to go through the situations that is dynamic, challenging or competitive (Tran, 2017). It is because those top issues that organizations face in the current era cannot be separated from leadership (Alzoubi & Jaaffar, 2021; R. H. M. Alzoubi & Jaaffar, 2020).

2.3 Leadership in hospitality industry

The hospitality industry is a people-centered industry and is characterized as labor intensive due to the predominant interactions and communications involving managers, employees and customers. It is more vulnerable than other industries in crisis times because any change within the organization and the outside environment creates challenges to the routine operation of the organizations. Nevertheless, the influence of leadership cannot be underestimated in the behavior of managers and guaranteeing the best hotel performance (Kim & Brymer, 2011; Zumitzavan & Udchachone , 2014). The fact that the industry tends to face more challenges in crisis situations and continues to have an increasingly competitive environment suggests that leadership may have a profound influence on human resources and organizational performance. As a result, understanding leadership may be of importance in coping with a dynamic environment and crisis pressures.

Early thinking regarding leadership focused almost exclusively on the attempt to better understand the impact of the leader on organizational performance, and their behaviors and competencies towards greater effectiveness. One of the perspectives indicates that certain leaders (almost exclusively male) are born with some special attributes which contribute to them being greater than others (Mann, 1959). Zumitzavan and Udchachone (2014) depicted certain approaches of leaders, such as transformational leadership and transactional leadership, which positively affect organizational performance. Behavioral theories suggested that individuals might learn and be trained via skills and tactics to be leaders. In addition to behavioral aspects, scholars also recommended that emotional intelligence training, which focuses on social skills and emotional management, can help leaders transmit their enthusiasm to followers (Shum et al., 2018).

Contingency theories take contextual aspects of leadership into consideration while investigating effective leadership method (Taormina, 2008). Contingency theory suggests that leaders should develop more flexible methods in regard to specialties, skills and competencies when dealing with different situations (Taormina, 2008).

More recently, studies by Clarke (2018) concluded that the most common approaches to leadership in organizations are based on three elements: traits of leaders, behavior, and contextual factors. Researchers studying the behaviors of leadership attempt to know how the leaders organize the employees to make progress through focusing on task achievement (Ogbeide, 2011). While other researchers noted that leaders should adapt themselves to be more participative, supportive, and directive according to the various circumstances so that they can efficiently motivate subordinates' work effectiveness and responses to the changes (Ogbeide, 2011). Significant leadership theories in hospitality context are notable as these theories have been applied in a number of hospitality practices.

The importance of leadership style theories has long been recognized by scholars in hospitality management. These theories will provide background knowledge of leadership styles in terms of leaders who adopt these modes both in a normal and crisis situation and have a significant association with the sustainable development of the enterprises. Two extensively researched styles of leadership in the hospitality industry are transactional and transformational leadership. Yukl (1989) defined transformational leaders changes the way the organization view its members and increase employee commitment towards the organization's goals. According to Bass et al. (2003), transformational leaders can be able to change the organization members' awareness of what is most important in the workplace. Employees might be inspired by such leaders to think about their own growth and the problems posed by the environment in a new light. (Bass et al., 2003). Boyne (2010) reviewed the leadership research in hospitality and concluded that leaders need to apply a more adaptable approach in terms of managing the continuous change, and the transformational leadership model seems to be an appropriate tool. Mutch (2020) in his research suggested that the turbulent environment of the hospitality industry required leaders to be able to manage changes by providing a vision and direction and big picture thinking in their organizations in order to fit into the environment.

According to Kara, et al (2013), transformational leadership varies from conventional leadership. approach in respect of (1) charisma,(2) inspiring motivation,(3) intellectual stimulation, and (4) customized consideration. These leaders who develop and maintain collaborative relationships build trust, provide vision and a sense of mission which is based on their charisma (Stone et al., 2004; Van Velsor & Ascalon, 2008). They inspire the followers' motivation by creating high expectations and inspiring them to achieve the common goals. Organizations that experience transactional leadership create a climate for employees to be innovative which, in turn, promotes job satisfaction.

By contrast, a transactional leader tends to rely heavily on punishment and rewards to motivate employee performance and put more attention on the completion of tasks (Tracey & Hinkin, 1994). The subordinates, for example, "exchange" rewards for their effort, loyalty and performance. Thus, the focus of transactional leadership is to promote the subordinates' effectiveness in order to achieve the expectations as described in their job description. These leaders tend to engage in behaviors associated with contingent reward and management by expectation (Kara et al., 2013). However, transformational leadership stimulated followers to make extra efforts, compared with transactional leadership, in achieving organizational goals, and as a result they can go beyond expectations (Boyne, 2010).

Recent studies from another perspective, servant leadership style, have increasingly received much attention in the hospitality industry. Instead of leading the group, servant leadership places a primary role on the purpose of leaders to serve the subordinates. A servant leader puts the highest priority to the needs, individual growth, goals and well-being of the subordinates over the organization's (Brownell, 2010; Van Dierendonck, 2011; Bouzari & Karatepe, 2017). Several empirical research have looked at what sets servant leadership apart from other leadership styles (Eva et al., 2019, Liden et al., 2008; Van Dierendonck, 2011). In terms of the fundamental focus, servant leadership differs from transformational leadership in that the former emphasizes the influence of leaders serving their followers and improving their workplace satisfaction, whereas the latter stresses the influence of leaders serving their followers and improving their workplace satisfaction. (Bavik, 2020; Liden et al., 2008; Van Dierendonck, 2011).

The hotel sector, according to Brownell(2010) and Bavik(2020), is a good fit for servant leadership. Subsequent studies have been carried out regarding the positive outcomes of servant leadership on hospitality staff. These researches indicate that this mode of leadership has impacted employees in aspects such as job satisfaction (Ilkhanizadeh & Karatepe, 2018), work engagement and commitment (Ling et al., 2017), positive influence on performance (Huang et al., 2016) and Organizational Commitment Behaviours (Hsiao et al., 2015). Additionally, studies have confirmed that servant leadership reduces negative behaviors among employees and boosts the helping actions (Bouzari and Karatepe, 2017). In general, a few empirical studies have provided evidence that servant leadership is more effective and applicable over other forms (Hoch et al., 2016).

2.4 Frameworks for Crisis Management and leadership

Smits and Ezzat (2003) present a framework of crisis management. They believe that it is the leader's responsibility to respond to a crisis or major changes in a timely manner (Smits & Ezzat, 2003). The ability of an organization on how they access to and process information reflects the characteristics of the leaders to react to the situations (Hambrick, 2007). Every crisis brings long term impact to the area and the livelihood, and it takes time to recover. Therefore, previous literature split the management into several phrases. Crisis management presented by Coombs and Holladay (2012) as the pre-crisis process to prevent and prepare for

when crises occur, then respond process and the post-crisis process to learn and review. Le and Phi (2021 noted in their revision a similar process of "strategic response" from the hotel sector providing implications to address a future pandemic crisis. Nevertheless, it is noteworthy that through the management processes, a lot of decisions need to be made under time pressure and a wide range of stakeholders required to be involved in high quality collaboration.

Mishra (2016) identified five phases in a process of crisis management. At the pre-crisis stage, an organization can develop strategies and plan in advance. Though organizations are unable to prevent a crisis from occurring, predesigned plans are helpful to the organization in the management of a crisis. Crisis management is thought to have considerable effective in reducing damages of a crisis (Ritchie, 2004). However, the first difficulty occurring to leaders is to identify signs of crisis and taking action accordingly. Ritchie (2004) concluded a number of techniques have been formed based on the work of previous researchers and practitioners in developing proactive strategies to identify and prevent potential problems related to a crisis. With the awareness of sensing a crisis, the implementation of strategies would be another challenge for managers to stop the spread of damage or limiting its impact. While the complexity of the situation and uncertainty of a crisis make it even harder for the leaders and organizations to take action under intense pressure. Decisions have to be made based on a good awareness of the distinction between crisis management and normal strategic implementation (Burnett, 2002).

Crisis management literature also stressed the necessity for organizations and the industry to maintain a communication system (such as media) which allows the public to get access to the correct information and restore confidence in the organization, and as a result collaboration among different departments and fields could be enhanced (Barton, 1994). On the other hand, Marra (1998) notes that poor communication systems or poor control of the implementation of communicative strategy may lead to escalating the crisis, even to the level of a disaster. Throughout the crisis management stages, managers have to go through various scenarios to find out possible solutions. In the research of linking crisis management with leadership competencies, Mishra (2016) observed that when it comes to the recovery phase, the main responsibility of leaders is to implement short- and long-term plans for business rejuvenation. Finally in the review stage, reevaluating the effectiveness of the measures to learn from the lessons of the addressed crisis and refine crisis management.

2.5 Leadership in crisis situations

Leaders are often judged and assessed on their capability and leadership in crisis management with regard to how well the situation is controlled. The crisis leadership literature has provided a wide range of definitions depending on different research fields. For example, Kouzes and Posner (2012) defined effective crisis leadership as one which should enable an organization to identify threats, draw plans, mitigate adverse consequences, and initiate recovery solutions in a post-crisis environment. While Alkharabsheh et al. (2014)

drew the definition of crisis leadership in a military context; that crisis leadership generates immediate change in people's behaviors along with an achievement of the required outcomes. Porche (2009), however, argued that leaders should not mix up crisis leadership with crisis management. Crisis leadership, he explained, not only instructs or supervises crisis management, which is operational and involved with strategies and pre-plans, but moreover, focuses on a vision that directs towards a big picture.

As a matter of fact, there is limited empirical research on crisis leadership as the nature of crisis is extremely dynamic and complex. Prior crisis management research was primarily based on observation of the leaders' behaviors and strategies in response to chaos situations. For example, Wooten and James(2008) looked at leadership qualities during each stage of a crisis and outlined several core elements of leadership competencies as the foundation competencies for leaders to get ready when a crisis strikes the organisation, including having a collective mindset, building trust, being aware of potential changes, making quick decisions, taking immediate actions, and reflecting on what happened. Brandebo (2020b) identified task and relationship-related disruptive leadership behaviors, suggesting that those behaviors lead to consequences that not only cause negative impact on the task but also on subordinates' satisfaction, well-being and sense of value in the organization.

In crisis, situational ambiguity makes it more challenging for leaders to take actions as crisis situations differ from normal organizational operations. As a result, organizational leaders who are adaptive to daily management may be proved inefficient in crisis context (Bavik et al., 2021). Dirani et al. (2020) highlighted that leaders must develop resilience by taking actions with the competence of adjusting to the changing environment and responding to it by instinct.

Given the disruption that crises cause to hospitality businesses, crisis leadership has become an essential element in crisis management since either reputation or notoriety would be gained by the leaders based on their success or failure in handling the crisis (Brandebo, 2020a). Though the success of a crisis leader is determined by an integrity of many different elements, some studies have provided valid evidence that a certain mode of leadership has positive outcomes on the resolution of a crisis.

James and Wooten (2005) argue that building trust between leaders and followers is the best scenario for crisis leaders. This perspective is in alignment with transformational leadership; while Alkharabsheh et al. (2013) found in their study that both transformational and transactional leadership styles partially regulate the relationship between crisis characteristics and leadership decision-making styles. This means that transformational leaders may not be more effective in a crisis environment than those leaders adopting a transactional mode. The finding of Kouzes and Posner (2012) illustrates that the relationship-oriented leaders are compatible in quite vague situations like a crisis due to them taking a participatory and motivating style in inspiring the followers to deal with problems in innovative ways. Mutch (2020) also suggests that building strong mutual, trusting and respectful relationships and networks smoothes the process

of leaders' crisis responses, in this way making relationship-oriented leaders a potential solution of leadership when coping with crises.

Further research by Brownell (2010) and Ling et al. (2017) claimed that servant leadership style can also be effective when dealing with challenging circumstances. However, Dirani, et al. (2020) and the other scholars identified the challenges leaders face in the coronavirus pandemic and examined leadership competencies in times of crisis from the perspective of human resource management. He emphasized that communication between leaders and the stakeholders is of the utmost importance (Dirani, et al., 2020; Mutch, 2020) so that the leaders could explain resolution strategy and future vision. Another notable discussion which emerged in their study was the notion of leadership distribution. The complex nature of a crisis requires leaders to more than just act on their own, but rather to motivate collective leadership of everyone in an organization (Dirani, et al., 2020).

Vera and Crossan (2004) argue that there is no one-size-fits-all approach to leadership. Yukl (2009) agreed with this assertion, stating that no single leadership style may be effective in all situations, companies, or contexts. Plessis and Keyter (2020) reviewed different types of leadership and compared the strengths of each style in making decisions. Combining an examination of the features of this pandemic crisis, they highlighted that an adaptive leadership integrated the advantages borrowed from the main leadership models, so assumed this approach was the most appropriate in dealing with the COVID-19 crisis.

2.5.1 Characteristics and values of leadership in crisis situations

This review of crisis leadership literature mainly attempts to make sense of what the leaders did successfully in dealing with crisis situations at a micro-level in an organization and at a macro-level in the entire industry as well. Table 1 shares some examples of behaviors of effective crisis leaders in the literature.

Table 1 Examples of crisis leadership characteristics or traits in literature.

Characteristics or traits	Behaviors or actions
⑩ Positive accountability ⑩ Foresight ⑩ People first ⑩ Decisive adaptability McGuinness (2020)	⑩ Build trust ⑩ Being adaptive to fast-changing circumstances ⑩ Seeing opportunities in crisis James and Wooten (2010)
⑩ Provides strong support and guidance ⑩ Inspires positive orientation ⑩ Shares leadership ⑩ Prioritizes employee's emotional stability ⑩ Prioritizes employee's resilience Dirani et al. (2020)	⑩ Empathy, integrity, and trustworthiness ⑩ Consistent, recognizable, and credible leadership approach. ⑩ Good communication ⑩ Fostering collaboration ⑩ Building and sustaining mutual trusting and respectful relationships ⑩ Building a collective culture Mutch (2020)

James and Wooten (2010) in their study argued that leaders and their organizations who have the mindset of building trust, being adaptive to fast-changing circumstances and seeing opportunities in crisis will be more inclined to demonstrate positivity during a crisis. Mutch's(2020) study provides a framework for studying and evaluating leadership responses to crises. In the study, the scholar stresses how crisis leaders analyze the issue, grasp the context, and evaluate leadership responsibilities; while Dirani et al. (2020) studied the new role Human Resource Development (HRD) should play in COVID-19 pandemic by looking into the leadership skills that are necessary in times of crisis. Themes such as innovative communication, providing support and guidance, positive orientation and resilience were highlighted in this study. McGuinness (2020) commented that reinforcing positive accountability, prioritizing people's needs, engaging the subordinates with foresight and building adaptivity should be the best leadership practices in dealing with a crisis. The core characteristics of crisis leadership that stand out in the literature are trustworthiness, prioritizing of people-related issues, looking up to a positive future and resilience.

2.6 Summary

This literature review has focused on several points that are related to the research topic: understanding a crisis and leadership in crisis situations. The extant research is very clear about the characteristics of crisis and leadership. Crisis was characterized in the literature mainly into 2 groups: natural disaster and human induced event. No matter which type a crisis is, a crisis is acknowledged as uncertainty, ambiguity and devastating. Subordinates look up to leaders to navigate their organization through a crisis, thus requiring leaders to apply effective leadership strategies in responding to the intense situation. Furthermore, leaders need to implement leadership approaches corresponding to different stages of a crisis. It requires leaders to frequently evaluate their leadership approach in the process of dealing with a crisis. Therefore, it is a big challenge for leaders to be accountable and lead their organization to overcome adverse circumstances.

Various leadership methods have been applied in hospitality organizations, including transformational leadership, transactional leadership and servant leadership. Profound evidence can be seen that each leadership style has certain advantages in the normal operation of hospitality organizations. However, an important lesson that can be learnt from the literature is the gap on what kind of leadership styles would be effective in the hospitality industry in the context of a crisis. It is important to have a deep study of effective leadership styles in the turbulent context as it can provide leaders and organizations in the hospitality sector with suggestions of appropriate leadership strategies in responding to a crisis promptly and minimizing damage to their organizations. This study filled this gap by examining the leadership characteristics and the core value that New Zealand hospitality leaders manifested in responding to the COVID-19 crisis. This study contributes to the literature with a better understanding of leadership strategies with the background of a pandemic crisis and posits a sustainable leadership model that provides hospitality organizations with potential leadership orientation for times of crisis.

Chapter 3. Research Methodology

3.1 Introduction

This chapter outlines the methodology applied in the study The research process was broken down into four stages including identification of the research objectives, development of the research design, data collection and reporting the findings.

This research set out to explore and investigate the values and characteristics of leadership in the New Zealand hospitality industry in crisis situations. A qualitative method was selected as the most appropriate way to achieve the research aim, through the examination and review of secondary data. First of all, a review of the theory on research methodology is presented in the beginning of this chapter, followed by an explanation of the New Zealand hospitality industry as a case study approach. Due to limitations of time and budget, secondary data was the main resource of data collection, using sources such as hospitality industry reports, news articles and popular media. The interpretation of secondary data is a critical part of the research process and allows the researcher to make analytical conclusions. Human subjects were not involved in the proposed research and therefore, ethical approval was not necessary for this research. Figure 1 below graphically displays and summarizes the research process of this research project.

Figure 1 Research process roadmap
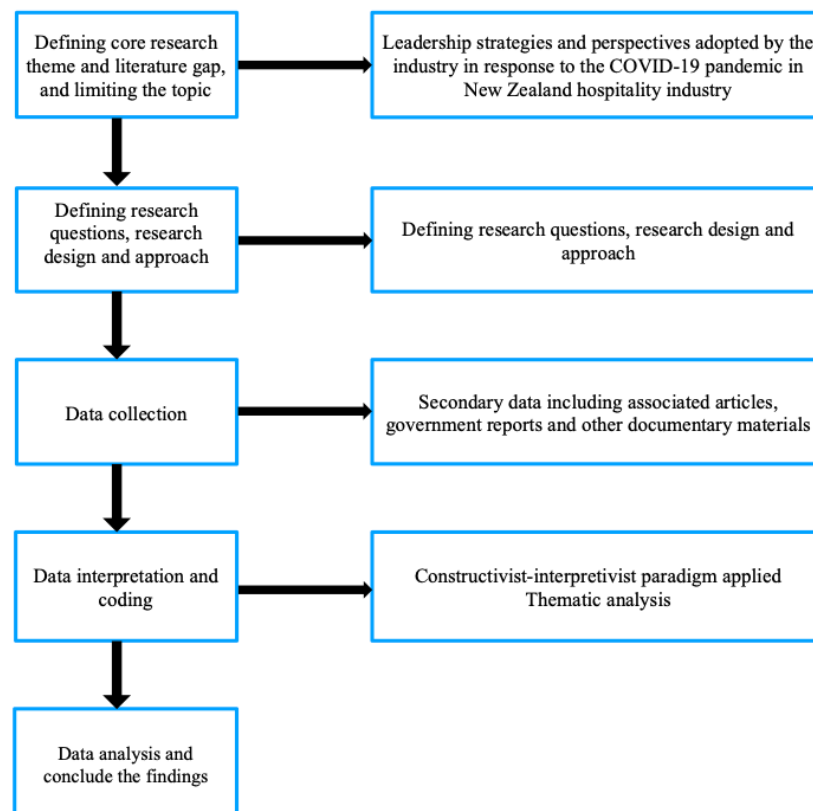
3.2 Research paradigm

This study is underpinned by a constructivist and interpretivist paradigm using qualitative research methods because the study's focus is on human behavior and societal implications in a changing environment. According to Curtis & Curtis(2011), social constructivists reject any initiatives based on scientific data or statistics that reflect universal principles or theorems, preferring instead to see society as molded by perceptions. With regard to interpretivists, the aim of their research is to obtain an understanding of a phenomenon and the complexity of the context of the phenomenon under investigation. The findings, as a result, are subjective and bounded in the current context. This research does not attempt to identify or predict a relationship, instead, it engages in the exploration of how leadership under crisis circumstances makes sense and why such models could be effective. Therefore, this study utilizes a qualitative approach and undertakes thematic review of secondary data. Within such a paradigm, the researcher is able to understand and interpret the data presented to construct a perspective of leadership characteristics, values and behaviors required for crisis situations. In addition, a constructivist-interpretivist study and research methods allow the researcher to objectively evaluate behaviors and values where little or no quantitative data is available.

3.3 Research Methods

3.3.1 Qualitative Method

The qualitative research technique has been acknowledged as a helpful tool for social research, particularly in tourism and hospitality studies (Rich,2013), because these organizations are intimately linked to human resources. Different from a quantitative research which focuses on scientific numbers and statistical evidence, a qualitative method emphasis is more on people's verbal and physical actions. As highlighted in Chapter 1 this research aims to explore and investigate the values and characteristics of leadership in hospitality in crisis situations, which influence a model of leadership for organizational sustainability in periods of uncertainty. Furthermore, this study is focused with human behavior and societal consequences in a dynamic environment. A qualitative methodology was preferred over a quantitative approach in this research investigation as the former produces the richness of knowledge and information instead of a statistical report of the research findings (Rich, 2013). As a result, the best suited methodology for understanding and interpreting leadership traits necessary for crisis circumstances is a qualitative approach.

Qualitative research methodology is the most suitable method in understanding the association of a phenomenon and its context. Based on the previous literature review, it is clear that leadership is closely related to the contextual background of the industry. Qualitative methods aim to make sense of events by studying the topic in its natural surroundings (Denzin & Lincoln, 2017). In other words, the outcome of this method is conducive to comprehending the background, the circumstances and the environment of the

phenomenon and how researchers interpret the phenomena in their study. As Denzin and Lincoln (2017) pointed out, the qualitative research approach helps researchers understand the causal factors within a new context about which little is known. It means that qualitative research can help explain how the phenomenon emerges in the casual social setting and why the consequences of the event occur. It attempts to understand a problem from a different perspective and helps scholars to answer 'how and why' the event happens (Merriam, 2002). As Creswell (2021) stated, qualitative methodology allows the research to explain a contemporary phenomenon (e.g., the COVID-19 pandemic), and gain rich information from a social research perspective.

According to Creswell (2021), a qualitative study can be conducted through several means such as case study, narrative interview, grounded theory, phenomenology and ethnography. This dissertation undertakes the case study and secondary data as approaches in collecting data. In the following paragraphs, each method will be explained.

3.3.2 New Zealand Hospitality Industry as a Case Study

As an established research approach, the case study method is used in a wide range of disciplines and fields including education, tourism, and health. Therefore, a case study has been defined from different perspectives. Some scholars defined that a case study is a way to gain a comprehensive and in-depth understanding of a complex issue within the natural context (Fenton & McFarland, 2018; Yin, 2017; Daughtery, 2016). Yin (2017) added that it is especially useful in instances where the distinction between phenomena and context isn't obvious. They urge academics to look into any possible background elements and to focus on comprehensive contextual analysis that might be linked to the occurrence of a process. Others see case study as a research design, strategy, and methodology in which a case study researcher does not actually gain information from the case study, but rather uses it as a technique or procedure for gathering data through other methods, such as analysing recorded documents or conducting interviews in another study. (Çakar & Aykol, 2020). However, The objectivity and credibility of case study researchers are frequently questioned. Brunt et al. (2017), for example, said that data obtained in a case study cannot be applied to a larger population.

The study was undertaken in Auckland, New Zealand. New Zealand has been chosen because of the phenomenal reputation of the hospitality industry across the world. Statistics of the Reporting on New Zealand's Hospitality Industry 2011 (Neill & Williamson, 2011) show that the hospitality and tourism sector represented approximately 5.9 per cent of the Gross Domestic Product (GDP) in 2011, clearly the hospitality industry having a very important role to play in New Zealand's economy. While within an ever- growing and highly competitive marketplace, the hospitality industry in Aotearoa New Zealand is still one of the essential

sectors, contributing $6.5 billion to the economy annually, providing more than 100,000 jobs. Figure 2 shows the total industry sales in New Zealand.

Another reason why the researcher chose New Zealand is because leaders in the New Zealand hospitality industry are no strangers either to natural disasters or human-related crises. For instance, 2011 Christchurch Earthquake, 2019 White Island volcanic eruption and 2019 Christchurch Mosque shootings. Table 3 shows the global epidemic events that have significantly affected New Zealand over the last century (Hemmington & Neill, 2021). Though it also suffers a dramatic influence from the more recent pandemic crisis, as all other countries across the world do, the New Zealand government, led by Jacinda Arden, has been acknowledged as a very successful example of leadership practices in combating the coronavirus outbreak. The team was highly prized by the international society because of the graduated measures implemented against disease elimination. As an industry which closely interacts with the government, the hospitality sector is likely to illustrate its unique leadership approaches based on collective efforts, scientific evidence, and creative response (Wilson, 2020).

Figure 2 The total industry sales in New Zealand

Table 2 Global pandemics 1918–2010.

Pandemic influenza	Timeframe	Global death toll	Flu subtype
Spanish flu	1918–1920	50 million	H1N1
Asian flu	1957–1958	1.5–2 million	H2N2
Hong Kong flu	1968–1969	1 million	H3N2
Swine flu	2009–2010	over 18,209	Novel H1N1

Source: Hemmington and Neill (2021)

As this section has highlighted, case studies may be approached in different ways and scholars have characterized the main types of case study as : intrinsic, instrumental, collective (Stake, 1995); exploratory, descriptive, explanatory, single, multiple (Yin, 2014). This research applies an exploratory case study approach in order to have a better knowledge of a certain event or process and, in addition, the core leadership principles required to navigate a crisis situation. This will provide the researcher with a foundation of knowledge and enable gaps in the literature to be identified.

3.3.3 Purposive Sampling

This study utilized a purposive sampling method to collect information of the case under study. According to Patton (2014), the substance and nature of information-rich cases will contribute to illuminating the areas under investigation. The cases were selected according to the government reports, the media, political responses to COVID-19 from the Hospitality Association NZ, the Chef Association of NZ and the Restaurant Association of NZ, etc., with the reference criteria of the visibility of the leaders' actions in response to the crisis. The purposive sampling criteria applied to this study was primarily based upon the following requirements:

a) The context of the crisis situation – the COVID-19 pandemic. Due to the time limitations and the objectives of this research, the study used a purposive sampling to answer the research questions. It focuses on the dynamic and uncertain environment that the COVID-19 pandemic brought to leaders in the hospitality industry. Over the years the leaders have made considerable efforts in achieving a sustainable style of leadership through a systematic mode. However, the interruption of COVID-19 pandemic renders the entire system into many novel challenges. Given the fact that the global hospitality industry still exists under the influence of the COVID-19 pandemic, it makes sense that this study focuses on the selected publication period from January 2020 to January 2021, during which the public media officially issued reports and documents relevant to the COVID-19 pandemic.

b) Accessibility of data sources. This dissertation carries on a study of the New Zealand hospitality industry in order to understand the leadership values and behaviors in combating the current coronavirus epidemic crisis. Regarding the sampling location, the researcher chose New Zealand where the research is based to narrow down data. The hospitality industry was one of the economic pillars in New Zealand and also the sector that was most hit. Moreover, New Zealand was ideal considering its demography being a good representation of a multicultural population. Hence, New Zealand Hospitality Association, Restaurant Association of New Zealand, NZ Bar Association, The New Zealand Chefs' Association as well as other press were selected as data sources. These data sources could offer an international outlook on leadership in the hospitality industry and also attach special attention to the New Zealand practices.

c) The context of leadership in the hospitality industry. The data collection used several key words in order to maintain the topic of this research. Considering data relevant to the topic of this research which emerged in association reports, academic articles and international press, the following key words were used to collect data including "government response to the COVID-19 crisis", "hospitality leaders' behaviors in the COVID-19 pandemic", "impact of leadership in pandemic crisis", "challenges for leaders in coping with the COVID-19 pandemic" and "effective leadership in the COVID-19 pandemic".

This sampling method is theoretically appropriate for the researcher to obtain the most qualified information.

3.3.4 Data Collection

The research gathered information from a variety of secondary data sources. Secondary data refers to information gathered from sources other than the original researchers (Cowton, 1998). One of the limitations of primary data is the considerable cost of funds, time and effort (Queirós et al., 2017). The use of secondary data overcomes these limitations because of its advantage in accessing a larger and broader sampling. Consequently, the data obtained through secondary data collection is more reliable and representative. As mentioned by Bernard and Bernard (2013), the secondary data enabled the research to achieve a sound foundation of information.

Secondary data can be obtained through many resources. In this research, the origin of the secondary data related to characteristics and approaches of leadership in the New Zealand hospitality and hotel industry in crisis is classified to several types of sources including the governmental and regulatory bodies: New Zealand Hospitality Association (HANZ), Restaurant Association of New Zealand (RANZ), New Zealand Chefs Association (NZChefs). The rationales for selecting these data from the sources are illustrated in Table 3.

Table 3 Rationales of reliability of data sources

Data source	Rationales	Reports selected
Restaurant Association of New Zealand (RANZ)	RANZ is regarded as the most trustworthy source of information in the hospitality industry in NZ. The Association has a history of nearly 50 years and a reputation of providing support, training, events, advice and representation for hospitality operators around New Zealand.	Selected 24 reports.
The New Zealand Chefs Association (NZChefs)	NZChefs, the "National Association" representing professional chefs, cooks and trainees, pâtissiers and confectioners in New Zealand, was the first organization to develop professional chef training in the country. The network is helping chefs both nationally and internationally.	Selected 8 reports.
Hospitality Association (HANZ)	HANZ is a non-profit trade organization that represents New Zealand's 3,000 hospitality and commercial lodging firms. Restaurants, café bars, hotels, taverns, off-licenses, casinos, and lodging businesses are among the New Zealand hospitality providers whose opinions and experiences are gathered by the organization.	Selected 15 reports.

This form of secondary data will allow the researcher to achieve a sound knowledge of the case under investigation (Bernard & Bernard, 2013), and are considered important forms of secondary data in social research (Cowton, 1998). Therefore, it is reliable and reasonable to gather data from these sources so that the researcher can gather solid background information of the topic and obtain a grounded analysis of the contemporary leadership approaches of NZ hospitality leaders in the COVID-19 pandemic.

3.3.5 Data analysis

Based on this extensive collection of secondary information, thematic analysis was carried out to evaluate the data and make analytical conclusions. This method is suitable for research which attempts to identify opinions, knowledge, experiences, or values from a set of qualitative data (Willig & Rogers, 2017). The researcher is expected to convert raw material into usable data resulting in identifying themes. In this procedure, the researcher reviewed that information gathered several times in order to classify similarities and discern differences. These similarities and differences then resulted in several sub-themes. This kind of thematical analysis is one of the most commonly used approaches in qualitative research (Bryman, 2016).

This data analysis approach is scientific to identify and examine recurring themes from textual data (Bryman, 2016).

To convert raw material into usable data, the researcher firstly reorganized and coded data systematically by labeling the leaders' actions, behaviors, decisions and policies. Coding assists to provide a logical interpretation of the content (Bryman, 2016). About 20 initial codes, such as "targeted support", and "corporation" relating to research questions emerged in the first observation of the raw data. Those initial codes can help the researcher group those similar data and further identify sub-themes. Based on this extensive collection of secondary information, data interpretation was required to answer the research questions because "data do not speak for themselves" (Yin, 2017). The interpretation stage in the research process critically involves the researcher carrying on deep analytical thinking from underlying sub-themes. The researcher then combined the codes into main themes which can describe the overall meaning of the data. The researcher recorded some examples of the coding framework in Figure 3. Using constructivist analysis, the focus for the development of codes and themes was placed on what behaviors and characteristics the leaders in the hospitality industry illustrated in turbulent times.

Figure 3 Examples of the coding framework
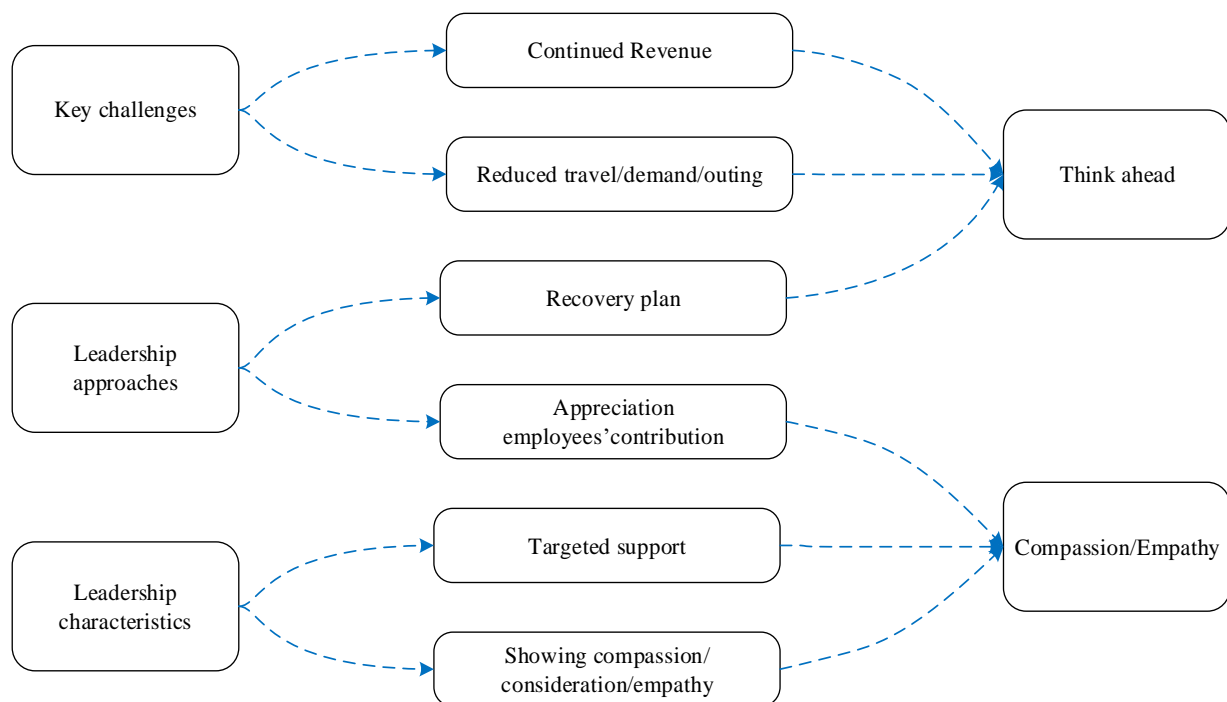
3.4 Chapter summary

This chapter has described the research methodology used in this study. A constructivist interpretivist paradigm through a qualitative approach was carried out on a case study of the New Zealand hospitality industry. The researcher believes the qualitative method is the most suitable approach to capture the object of

this research. This research used a case study strategy as it is believed to be the most appropriate strategy for answering the questions pointed out in the previous chapter. The data collection and interpretation of secondary data, such as sources through press and media, as well as government reports, allowed an evaluation of how hospitality leaders react and respond to the current COVID-19 pandemic crisis. The result of the collected data will be presented in the following chapter.

Chapter 4. Key Findings

4.1 Chapter outline

The main aims and objectives of this dissertation are to investigate the leadership models that hospitality leaders illustrated in the context of the COVID-19 pandemic. The research questions in this study that need to be addressed are: 1) What core characteristics and values do leaders demonstrate in times of crisis? 2) What issues and challenges does the New Zealand hotel industry face because of the COVID-19 crisis? 3) What leadership strategies and approaches appear to be the most effective in crisis situations? 4) How do the core leadership characteristics and values in crisis situations influence the development of a sustainable leadership model for the hospitality industry? In response to these questions, this chapter presents the findings from the examination and analysis of collected data. Secondly, it examines the challenges and issues the NZ hotel industry faces. Finally, it discusses the strategies and approaches of leadership that appear to be the most effective in turbulent circumstances.

4.2 Data profile

The researcher collected 57 pieces of information relating to leadership approach during the COVID-19 pandemic in New Zealand, for example, innovation, compassion, supportive, and collectivity appeared several times in the content. Information selected from HANZ was recorded in Appendix A, selected from RANZ in Appendix B and selections from NZChefs can be seen from Appendix C. The strength of this sort of thematic analysis rests in its focus on capturing the essence of a phenomenon which is hard to draw on from reading raw data of simply words and numbers (Castleberry & Nolen, 2018). The information then was coded into 20 sub-themes according to the researcher's interpretation. The 20 initial codes/sub-themes can be seen in Figure 5. Careful observation of the 20 initial codes resulted in five dominant themes labeled as innovation/creativity, thinking ahead, support, collaboration and communication, compassion/consideration/empathy.

Table 4. Reorganization of data

	Initial codes/Sub-themes	Key challenges(1)	Core Characteristic(2)	Main values(3)	Leadership approaches(4)	Total
1	Continued Revenues/cash flow	4B				4
2	Workforce planning		2C		2B	4
3	Sector-specific alert level guidance				1B	1
4	Targeted support				2C	2
5	Strategically plan for the recovery				1A	1
6	Fixed costs	2B				2
7	Employee morale	1A				1
8	Redundancies				1A	1
9	Recruitment	6B				6
10	Motivate/attract/retain staff		1C			1
11	Physical/Mental health		1A			1
12	Innovative/creative methods		3C	3B		6
13	Connection with the community		5B			5
14	Thinking ahead		2A	2B		4
15	Support employees		3B	1C		4
16	Showing compassion/consideration/empathy		1C	2A	1B	4
17	Collaboration/cooperation/creating partnership		4B	2C		6
18	Maintain service levels			1C		1
19	Reduced travel/demand/outing		2B			2
20	Appreciation employee contribution				1C	1
						57

(1) What core characteristics do leaders demonstrate in times of crisis?
(2) What issues and challenges does the New Zealand hotel industry face result of the COVID-19 crisis?
(3) What key values do leaders demonstrate in times of crisis?
(4) What leadership strategies and approaches appear to be the most effective in crisis situations?

Note: A= New Zealand Hospitality Association (HANZ)   B= New Zealand Restaurant Association (RANZ)
C= New Zealand Chefs Association (NZChefs)
Numbers indicate times the sub-themes occurred.

4.3 Core leadership characteristics

4.3.1 Compassion/empathy

The most prominent theme that emerged in this study was related to compassion and empathy of leaders. Being compassionate plays a vital role in the leaders of NZChefs and HANZ to build trust and inspire methods of communication in uncertain times, as well as to ensure customer loyalty:

- *As always, we will stand together and support each other. We will find a way to overcome the difficult times and despair caused by this pandemic. Together, let us do what we can, no matter how little or grand, to be that helping hand amidst this global crisis. Let us show compassion and consideration to our neighbors and in our local communities ("World Chefs," 2020).*

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- *We are calling on Kiwi diners to continue to support their favorite establishments. Grab a coffee from your local café and order a contactless takeout if you're in Auckland. Outside of Auckland, we would strongly encourage people to dine out in the knowledge that measures have been put in place to make it safe to do so ("We're Calling on Kiwis to Support Our Independent Restaurants," 2020).*

- *We are also calling on government to deliver the additional fiscal relief we've been asking for since we came out of level 3 in May (Bidois, 2020).*

Leaders also need to pay attention to the employees and their mental health especially under high pressure of uncertain times. Leaders of HANZ can be seen showing care and empathy to the employees in this pandemic case study.

- *Ian Williams, Hospitality New Zealand Branch President for Nelson, says "All venues are geared up to provide the best service possible, but please bear with us, understand the pressure we're under this year, and be kind to our fabulous staff so that they also have a happy workplace." (Bidois, 2020)*

Leaders took on wider responsibility during times of crisis. Leaders of RANZ created *Monthly Hospitality Dashboard* at the beginning the national lockdown *(The Hospitality Dashboard is a monthly snapshot of the industry, covering key data, initiatives led by the industry over the month, member commentary, future considerations and the common pain points ("Restaurant Association Launches New Springboard Programme to Address Hospitality Skills Shortage," 2020))*, then a novel support approach that can increase transparency and sharing of information. By taking these actions, they can better communicate with hospitality workers and provide them with care and support. It is essential for leaders to take special care of employees' needs and understand the employee's interests, concerns, and difficulties. Communication can be particularly effective when leaders address them:

- *This week we launch a new worker support service named Tautoko Hāpai Ō.*
  The new service will ensure hospitality workers are able to access support, the latest resources and employment opportunities. It also aims to ensure those who are displaced, can get sector-specific guidance to help them reattach to employment within hospitality. We believe that it's vitally important that workers within the hospitality sector, including apprentices and casual workers, don't get left behind during the tail-end impact of COVID-19 ("Media release: Target Industry Support and Vulnerable Communities Fund," 2020).

4.3.2 Innovation/Creativity

Another recurrent theme in this case study is innovation/creativity by leaders in hospitality sector. Despite the uncertainty and unfamiliarity that mounted during the COVID-19 pandemic crisis, hospitality leaders in New Zealand actively drew on the *Recovery Roadmap* and organized a contingency leadership group--- *the Hospitality Recovery Taskforce*, to deal with the consequences, demonstrating high levels of innovation and creativity. Different contexts require leaders to take corresponding actions. A wide range of innovative measures can be seen in this study in the responses of industry leaders facing the pandemic. For example, in this study, hospitality leaders reported in NZChefs and RANZ exhibited creativity in their response to improve their adaptive ability and maintain commitment:

- *Jamie, Will and the Kapura team transformed the business to produce frozen meals and packs. The team worked with The Ministry of Social Development to deliver over 200,000 meals and 35,000 grocery boxes to 9000 Wellingtonians in need, all at cost price. The Kapura team also started a lockdown legends website where members of the public could nominate someone in the community doing great work to receive a free main meal at any of the Kapura sites ("Taranaki Hospitality Awards Acknowledge Excellence in the Region," 2019).*

NZ hospitality leaders innovated the best possible solutions which were evident throughout their responses. Despite the volatile environment, many business owners and managers appeared to be adaptable to cope with the consequences of the COVID pandemic, demonstrating the key elements of resilience and innovation.

- *Seeing the writing on the wall for restaurants and bars, owner Derek Allomes, devised a plan seeing the new national operational requirements as a unique opportunity. Derek's plan to become an essential service has won over the locals with his freshly baked bread becoming a daily favorite ("Restaurant Association Resilience Award Winners," 2020).*

- *The developers of Riverside Market, Kris Inglis, Mike Percasky and Richard Peebles offered tenants at Riverside Market and Riverside Retail Lanes in the central city rent relief across March, April and May in an effort to help them keep their doors open. They also introduced Market Box – containing fresh food, meat, vegetables, fish and other raw ingredients that could be ordered online and delivered to customers' doors along with a cloud kitchen concept containing up to 20 commercial kitchens for small businesses needing extra cooking space ("Restaurant Association Resilience Award Winners," 2020).*

4.3.3. Collaboration and communication

Leaders of NZChefs Association tie their emotions to other coworkers, colleagues and employees by seeing them as partners and family members. Leaders of RANZ and NZChefs who focused on building a sense of

community and highlighting the importance of togetherness with the community and shareholders were able to mobilize relevant support and employee engagement to a larger extent. The relationship turned out to be helpful in trust-building, thus enforcing a higher level of staff engagement and loyalty:

- *As always, we will stand together and support each other. We will find a way to overcome the difficult times and despair caused by this pandemic. Together, let us do what we can, no matter how little or grand, to be that helping hand amidst this global crisis ("COVID-19, We Will Get through This Together," 2021).*

- *We endeavor to protect the interests of accommodation owners, managers, community groups and end-users across the numerous provider segments, who each have their own unique challenges (Monthly Hospitality Dashboard – November 2020, 2021).*

Enforcing strong collaboration beyond the organization is also key to engage in collectivity-building. Leaders need to call on specialists, professionals, and other associations outside their organization to build the relationship. Leaders reported in RANZ have recognized the value of the collaboration.

- *When Hawkes Bay restaurant owner James Beck decided to create a home delivery business for his restaurant Bistronomy, he went one step further, pulling together an expert team of developers and designers to create Hawkes Bay at home – a resource for all hospitality business owners in the region ("Restaurant Association Launches COVID Resilience Awards," 2020).*

- *Waikato award recipient Montana Events and Catering worked with the local council to serve up 65 thousand meals to those in need during the pandemic ("Restaurant Association Launches COVID Resilience Awards," 2020).*

The Leaders' role in a situation of high uncertainty is to make sure that there is an overall awareness of leadership. Thus, in the COVID-19 crisis, the need for a leader who will allocate the right skills, coordinate experts and direct the team becomes essential when it comes to encouraging alliance between various industry leaders and building connections. In many cases particular roles need to be generated then assigned to the corresponding position.

- *Sally Attfield who recently joined Hospitality New Zealand as General Manager – Accommodation, has been tasked with leading this division of Hospitality New Zealand as the accommodation sector moves forward in a post-COVID operating environment. Attfield comments "In launching Accommodation Association New Zealand, we endeavor to protect the interests of accommodation owners, managers, community groups and end-users across the numerous provider segments, who each have their own unique challenges" ("Media release: Target Industry Support and Vulnerable Communities Fund," 2020).*

A one-stop shop Summit that will be held by Hospitality NZ and NZChefs Association is another example of enforcing collaboration for the above situation.

- *NZChefs Executive Officer Janine Quaid said "partnering with Hospitality NZ offers networking and knowledge sharing occasions, bringing together the business and management expertise with the operational teams and showcasing skill and talent." "This will be a veritable one-stop shop. We are truly excited at the prospect of our organizations working together in this space and what this collaboration can mean for our members" ("NZChefs Has New Roles for 2021," 2021).*

Not only the leaders in hospitality sector, but the industry operators as well believe that building a robust relationship with the community and customers is significant for the industry to post-COVID recovery.

- *Operators identify New Zealanders supporting local businesses and building deeper relationships with customers and our communities as two of the most significant opportunities for their businesses over the next 12 months (Monthly Hospitality Dashboard – November 2020, 2021).*

4.3.4. Supportive leadership culture

In this study, sustaining trust and a dedicated leadership team makes the response to the pandemic crisis move forward. It is worth noting that having a commonly agreed aim, purpose, and vision makes it easier in building relationship and mutual trust. Leaders of NZChefs who consistently supported the subordinates by providing support and engaging in daily operation bore out this value:

- *Hospitality NZ Chief Executive Julie White says Hospitality providers and chefs are, by their very nature, both skilled and welcoming, and they want to show they've lost none of that manaakitanga during COVID and the lockdowns and, in fact, are pushing on more determined than ever to provide and nourish the needs of people and communities is at the heart of what we do" ("Media release: HNZ Re-Establishes Accommodation Association New Zealand," 2020).*

People show more willingness when they are pulled together by a mutual-supportive value that resonates. Leaders must focus on subordinates' inner needs and offer pragmatic support which can inspire them in facing the complexity of the current situation and moving forward. The following statement indicates the consistent assistance of the NZChefs' leaders:

- *Families throughout the world will be seeking assistance and we will be there to support and offer our help because that is who we are and what we do. After all, we are a community of chefs, a global fraternity bonded by our profession in "the white jacket" ("A Message from Worldchefs President," 2021).*

4.3.5. Thinking ahead

Leaders are required to take actions responsively in crisis situations. However, only with a good understanding of the situation, as well as a proper assessment, can the leaders direct the people they lead. In the process of decision-making, leaders need to be aware of the need to think ahead to provide direction in allocating resources and prioritizing solutions. When the leaders of RANZ reported that they had drawn up a sector-specific guidance through a review of the government alert level restrictions, they displayed such perspective in coping with the COVID-19 pandemic crisis.

- *We recommend sector-specific alert level guidance that addresses both operational and fiscal changes that could be 'triggered' each time there is an alert level change. This kind of guidance provides much needed certainty and is the kind of initiative that could have been spearheaded by the Government over the past several months ("Letter to Prime Minister – Re Recommended Changes for Businesses," 2020).*

Furthermore, the industry heads reflected on the future recovery plan of managing collaboration among hospitality industry, government and other sectors. In this regard, the response conveyed a forward-thinking manner that the sector leaders were sustaining.

- *One area of key strategic focus for the Restaurant Association in 2021 is the implementation of the Association's Hospitality Roadmap which we will work on collaboratively with different parts of our sector and the Government to create a concise pathway for rebuilding and repositioning the sector for the future. The Roadmap sets out our action plan for the industry for the next three years ("Letter to Minister of Immigration – Re next Steps for the Hospitality Sector," 2020).*

Managers in this case were seen as engaging more time in thinking ahead and predicting capacity for surviving the crisis rather than operating.

- *Marisa Bidois, CEO of the Restaurant Association has been appointed to the Auckland Regional Skills Leadership Group. "COVID-19 has made it necessary to reset the employee pathway," explained Bidois, "This means investing in hospitality apprenticeships and further training fit for purpose whilst also refining our immigration policy needs. Being part of this group will give our industry an important seat at the table when it comes to planning our employment pathways" ("Government Listens to Hospitality Industry Needs -Announces COVID-19 Resurgence Plan for Summer," 2020).*

- *On 13 August 2020, Marisa Bidois, wrote to Prime Minister Rt Hon Jacinda Ardern seeking assistance to prioritize a few pragmatic measures and introduce some novel actions, to help*

hospitality businesses remain afloat during the next period of uncertainty ("Letter to Prime Minister – Re Recommended Changes for Businesses," 2020).

4.4 Issues and challenges

Though leaders in the hospitality industry in NZ are gaining confidence in preparedness for recovery, they have been through many difficulties and pressures in the process of addressing the crisis. As we observe the characteristics of hospitality leaders in NZ and a range of their crisis responses, the following section is going to present the issues and challenges the New Zealand hotel industry faces in this study as a result of the COVID-19 crisis.

4.4.1 Shortage of skilled-staff

The hospitality sector in NZ has suffered significant losses as a result of the restrictions put in place to protect New Zealanders from coronavirus infection. Many businesses have closed permanently due to escalating pressure both financially and operationally caused by the restrictions of social contact. In particular, as businesses need to increase their teams for the summer season, the biggest issue that hospitality leaders confronted in this study was the re-hiring of skilled working staff. *A Restaurant Association survey conducted at the end of 2020 showed that 78 per cent of hospitality businesses trying to recruit skilled workers were finding it difficult to do so. Our staffing shortages are one of the biggest stressors for operators as businesses cannot always operate to full capacity ("Media release: Hospitality Welcomes Futures Report," 2020).* Many business owners who look forward to the return of overseas workforce have concerns about the current immigration policies:

- *Almost every restaurant in our area is looking for staff. Businesses are now competing for staff. We have been capping bookings for the past few months simply because we have no one to serve. Most applicants need visas yet immigration is making it near impossible for us to hire anyone" ("Media release: Immigration Flexibility Welcomed by Hospitality Businesses," 2020).*

- *"I don't believe that the Government or Immigration NZ realise the difficulties---- we still have finding SKILLED workers for the hospitality industry. There are so many jobs being advertised at restaurants in the region, and from what I'm hearing, no-one is getting many decent applicants" (Monthly Hospitality Dashboard – May 2020, 2021).*

In addition to not being able to access skilled labor overseas due to border closure, the advocacy that Immigration NZ encouraged hospitality business to employ New Zealanders seems to be impractical to meet the demand of the quantity and quality of working staff for the hospitality sector.

- *We have been advertising for staff - biggest disappointment or surprise is we are not receiving applications from kiwis! This is turning into my biggest problem. Love to know where the government thinks all these unemployed kiwis are we are being encouraged to employ" (Monthly Hospitality Dashboard – July 2020, 2021).*

Recovery of the NZ hospitality sector has also been affected by the pressure of recruitment, with one feedback from RANZ saying that "*employ suitable candidates is reducing their operational capacity when they need it most (Monthly Hospitality Dashboard – March 2021, 2021).*" As a matter of fact, negative impact had not only influenced operational capacity of the hospitality sector, but suppliers and other relevant businesses as well.

- *We are also receiving feedback from suppliers and those working in other parts of the supply chain, that they too are having difficulty recruiting operational staff (Monthly Hospitality Dashboard – February 2021, 2021).*

4.4.2 Organizational restructuring

The industry actors have reflected that it is especially difficult to overcome financial hardships and restructure employees in crisis times due to the uphill task of meeting their expenses of regular operation. Unlike other sectors that may ensure steady income, hospitality providers are fully aware that customer demands change with seasons and holidays. To add to this, hospitality actors have to manage the fixed cost to sail through the tough times:

- *Trying to survive - whilst we are covering current costs it is not giving us enough to pay back all the money lost during levels 2,3 & 4 especially as we could not get wage subsidy extension and are on full rental" (Monthly Hospitality Dashboard – August 2020, 2021).*

A large extension of hospitality providers are now experiencing a drastic decrease on cash flow. The main reason could be that the border is still not open and most of the businesses relied on international visitors before the coronavirus pandemic. A comment on HANZ dashboard shows:

- *At this rate of income & without the borders open we, and many others in our situation, will run out of (cash flow) funds by around October this year when the mortgage holiday is over" (Monthly Hospitality Dashboard – August 2020, 2021).*

- *We had less turnover than February last year (and late February 2020 sales started crashing very hard due to COVID) so it's still a long road to recovery (Monthly Hospitality Dashboard – April 2021, 2021).*

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According to the Government's instruction, on 1 April 2019 the minimum wage will rise to $17.70/hour, rising to $20/hour by 1 April 2021. For the hospitality sector, the minimum wage increases have a huge impact when revenue is reduced. This leads to some providers having to cut costs to survive the crisis, for example, employee layoffs and work hours reduction: *"it was devastating to our business. We are only achieving approximately 40% capacity. With this drop in sales, we are having to implement a restructure and lay off staff to ensure our business can survive into the future" (Monthly Hospitality Dashboard – September 2020, 2021).* However, if industry actors restructure their organization in the form of cutting costs through the above actions, recruitment and training would be needed when planning for industry recovery. Furthermore, the hospitality sector has been suffering significant pressure as a result of losing vital workers from their businesses. For example, a report from NZChefs declared that "*Many chefs have left the country and not been replaced by returning kiwis. We have a serious crisis looming this summer if [there is not flexibility in the system]" ("Global Challenge from the Onset for 2020," 2020)*

4.4.3 New work-from-home culture

The crisis situation challenges the routine business activities, and a new work-from-home culture emerged when employees were isolating from the virus. As RANZ pointed out, *"there is a market diminishment in public confidence for dining out".* The culture of course has considerable impact on the face-to-face service-oriented sector:

- *While people have returned to work - the new work from home culture emerging is having a significant negative impact on CBD cafes - especially at the beginning and end of the weeks ("'Extremely Difficult' to Find Hospitality Workers in Upper South Island," 2019).*

Though the Government announced that Auckland had entered quarantine restriction Level 1, the public's passion for hospitality and other crowded establishments is reducing. "*Trying to survive, our customer base appears to have been spooked by the COVID level changes, so they are not coming out,*" said one restaurant owner (Monthly Hospitality Dashboard – March 2021, 2021). This reflection indicates that the customers lack confidence in spending money on hospitality as a result of the COVID-19 crisis.

4.5 New findings

One practice that occurred in NZ hospitality leadership measures was a network of expert teams being organized to respond to the current crisis. Leaders of RANZ reported that they have formed regional leadership teams to provide guidance on crisis management, and thus retain readiness toward business recovery. During a crisis, leaders are likely to rely on a top-down approach when taking any action. However, New Zealand hospitality leaders distribute their leadership to members according to the changes of the industry:

- *The Restaurant Association has brought together a diverse group of people with expertise from all facets of the hospitality sector to provide leadership and guidance to the hospitality community throughout the COVID-19 recovery period. This is the Hospitality Recovery Taskforce. This COVID-19 crisis gives us the opportunity to rebuild and reshape the hospitality industry, making it stronger than ever ("Introducing the New Hospitality Workers Support Service – Tautoko Hāpai Ō," 2020).*

- *Marisa Bidois, CEO of the Restaurant Association has been appointed to the Auckland Regional Skills Leadership Group. "Being part of this group will give our industry an important seatable when it comes to planning our employment pathways" ("Introducing the New Hospitality Workers Support Service – Tautoko Hāpai Ō," 2020).*

4.6 Research Questions and key findings

4.6.1 RQ 1: What core characteristics and values do leaders demonstrate in times of crisis?

The data review indicates that the core value the New Zealand Hospitality leaders demonstrated is showing compassion and empathy to communities, employees and the stakeholders. This was visible in the way the industry operators felt about vital learning about the ongoing crisis, where the leaders showing empathy/consideration/compassion was considered as a potential leadership solution to the issue of rebuilding employee trustfulness and mobilizing engagement. The leaders' caring about both physical and psychological health of the workforce and their well-being also indicates their value of compassion in dealing with stressful time. In addition, the leaders demonstrate the core value in the way they provide support, reinforce communication among subordinates and leaders and appreciate for employees' hardships. It not only the right thing to do; it also helps to reassure that the leaders put people at the first place.

The main characteristics of the leaders displayed in response to COVID-19 crisis is firstly innovation. The leaders from different levels applied creative approaches in solving problems, maintaining employees and customers healthy and other aspects. Secondly, NZ leaders proactively created opportunities in collaboration with other industry leaders, organizations and the government. Furthermore, as indicated in the findings, leaders in NZ hospitality sector also have the characteristics of providing support to employees and thinking for the future in their response to the crisis and planning for post-crisis recovery.

4.6.2 RQ 2: What issues and challenges does the New Zealand hotel industry face as a result of COVID-19 crisis?

The finding mainly indicates three issues that the hotel industry of New Zealand was facing in this crisis. Primarily, the recovery of the industry is severely impacted by a shortage of skilled employees. The number

of experienced people in the hospitality industry in NZ is decreasing with the continued implementation of lockdowns and border closure. Though the industry is providing training programmes, it takes time to have a qualified workforce in sufficient numbers. Another challenge for leaders is to restructure their organizations to take into account the changes brought about by the crisis. As shown in the data, one problem facing leaders when restructuring their organizations is helping their organizations to be competent and resilient in the current situation as well as crises in the future. Lastly, the results show that a new normal has been formed as a result of the crisis. The work-from-home culture is reshaping the entire industry and has become one of the biggest difficulties in the way of business recovery.

4.6.3 RQ 3: What leadership strategies and approaches appear to be the most effective in crisis situations?

As is shown in the findings, the leaders in this investigation have not applied a fixed leadership approach in their response that is consistent with the literature; rather they displayed a particular model. The results in this study confirmed that prioritizing human issues as the principal guideline is effective in managing a crisis. If employees sense they are not being ignored, this will help increase their morale and confidence in solving problems, leading to increased productivity and engagement. Good communication and interaction with employees in the process helps create a positive vision for employees. Innovation is another effective method for organizations adapting to changes and building resilience. Further, the leaders in this study emphasize the importance of innovation in finding solutions and planning for preparedness for a future crisis. Despite the hierarchical structure of the hospitality sector, the new finding in this study highlights authority distribution as an effective strategy in dealing with the complexity of a crisis.

Chapter 5. Discussion

5.1 Chapter preview

This chapter clarifies and addresses the research objectives as set out in chapter one. The first section will explain what leadership characteristics and values leaders demonstrate in times of crisis. There then follows a discussion of what strategies and approaches appear to be the most effective in crisis situations. The key issues and challenges facing the New Zealand hospitality industry are outlined and the chapter, closing with an outline of how core leadership characteristics and values can influence the development of a sustainable leadership model for the New Zealand hospitality industry.

5.2 Effective leadership approaches in response to a crisis

Focus on the value of compassion

During the COVID-19 pandemic when the government imposed travel bans and quarantine requirements, many leaders experienced communicative challenges. Showing compassion and caring is one actionable way for leaders to enact their values and reassure their subordinates that they have a strong backup. The literature emphasized the importance of leaders displaying care and compassion to those they lead so that they were able to build a sense of community and togetherness between different industries, cultures and shareholder groups (Mutch, 2020). A further benefit of leaders who exhibited empathy and compassion is that they were able to mobilize support more quickly (Mutch, 2020). Since each crisis impacts people in particular ways, leaders should prioritize the need of people and pay careful attention to the struggles and sufferings, thus being able to take corresponding action to support them. As Binagwaho (2020) called for, a need for strong, compassionate and evidence-based leadership approach is demanded to defeat the crisis and protect human lives and livelihood. The same is true for hospitality leaders facing crisis events.

Compassion is also noted as best practice to improve communication during a crisis (Dirani et al., 2020). Leaders need to acknowledge that good communication is an essential element of leadership since employees' needs are an important aspect to be prioritized in the context of a crisis. Previous literature indicates that leaders need good infrastructure and techniques for communication between associated sectors during a crisis in order to survive the situations (Dirani et al., 2020a). Showing empathy to subordinates, genuinely care for employee well-being was suggested by scholars in dealing with uncertainty because leaders can create trustfulness for better communication in times of crisis (Dirani et al., 2020). Lanz et al. (2020) also call for leaders to carry out frequent, compassionate and informative communications to maintain

a strong team in combating the COVID-19 crisis. From a long-term perspective, compassion should be a vital value for hospitality leaders in responding to a crisis.

Innovation/creativity

Creativity and innovation remained a recurrent theme throughout the leadership responses. Innovation is acknowledged as a vital aspect as part of of the resilience of crisis leadership. The COVID-19 crisis has brought large-scale changes which caused devastating consequences that disrupted the routine operation of the hospitality business. Leaders in the hospitality sector must adapt themselves and their establishments quickly to keep the business running. According to Brown et al. (2018), resilience `encompasses` a leader's competence in adapting to emerging situations and developing flexible and innovative solutions. They have knowledge of the latest information, available resources and past experience, therefore exhibited clear thinking and ability to navigate the organization through adverse situations (Brown et al., 2018). This notion echoes the finding in this study that leaders cultivating creativity is a key factor that helps organizations adapt to changes and bolster their ability to survive a crisis. Many leaders developed flexible and innovative solutions which were evident throughout their responses. Leadership resilience is a key competency that hotel managers need to develop in their career, especially critical in crisis periods when normal functions of business are disrupted (Brown et al., 2018).

Interestingly, some leaders regard crisis as an opportunity for innovation. Crises lead to different consequences and bring in new challenges which are likely to reform the future of the industry (Giousmpasoglou et al., 2021). Leaders need to think of creative ways to overcome the ongoing crisis and reposition the sector in the context. Innovation by leaders should be conducted from different angles. In terms of communication, Lanz et al. (2020) offered that modification and innovation should be conducted in internal communications, media communications, external communications, marketing communications and leadership communications. Giousmpasoglou et al. (2021) also suggested leaders to innovate methods on how to inspire employee motivation and engagement, especially under quarantine restrictions. In addition, hospitality leaders have the responsibility of adopting innovative ways to reduce employee anxiety and fear resulting from a crisis as it helps leaders to maintain employee retention and productivity..

Support from upper-level leaders

At the time of crisis, the industry workforce is likely to experience significant challenges and anxiety. Meanwhile, the leaders must focus on the recovery of business under great pressure. The hospitality sector is mainly made up of small business operators. They experience more pressure on the running of the business due to a surge in redundancies during lockdown. Therefore, hospitality operators must adapt themselves to being multiskilled and play several roles to keep their business open. Thus, there is a strong need for leadership support from a higher level on how to deal with complexity, how to adapt the organizations to the

disruption. The role of leaders is critical and the leaders in this research highlighted the significance of leadership support in their responses to the pandemic.

Adopting flexible leadership strategies in responding to a crisis situation will help organizations reduce the negative impact on subordinates and the organization and handle the complexity in an appropriate manner. Dirani et al. (2020) proposed that employee retention will be increased if providing supervisory support during and after a crisis, for instance, frequently engaging with employees, regularly hearing from team leaders and sharing updated information weekly. Giousmpasoglou et al. (2021) found in the research of the general manager's role in crisis management of a luxury hotel during the COVID-19 pandemic that leaders should provide psychological and physical support to increase motivation and show that high level leaders care about employees. The finding of this study, aligned with Giousmpasoglou et al. (2021), suggests that to apply effective leadership strategy, leaders in the hospitality sector must take action in a supportive manner to handle a crisis situation and motivate employee morale. Supportive leadership also helps to increase communication between leaders and subordinates.

Collaboration

It is difficult to capture the entire picture of the COVID-19 crisis and hospitality industry operators are still facing adversity with the recovery of their businesses. However, despite this leaders or industry workers have a positive vision of the future. It is this commonly agreed purpose that bond the industry and the shareholders tightly in post COVID recovery. The hospitality industry cannot recover on its own. Leaders understood the significance of collaboration with other industries, experts, shareholders and government to reshape the future of the industry. Leaders should foster collaboration and transparency in confronting the crisis environment (D'Auria & Smet, 2020). One way displayed in this study is the form of an experts network team which provides scientific analysis and statistical evidence to ensure appropriate guidance to overcome the current situation. The network team works as an agency that focuses on sharing information and reallocating resources.

Similarly, Giousmpasoglou et al. (2021) mentioned that leaders must take proactive action during a crisis to reinforce communication and collaboration with external sectors and internal staff. According to the literature, hospitality leaders must be quick and decisive in making decisions to minimize negative impact and damage. Therefore, a wide range of stakeholders is required to be involved in high quality collaboration. Leaders must be acknowledged for the significance of leading the team in a close collaborative relationship with employees and shareholders in an uncertain environment. A close collaborative relationship between leaders and subordinates will ensure the decisions that are made achieve high quality and efficiency. Furthermore, collaboration with external systems (such as suppliers, community and other industries) allows leaders to have a better view of the situation and access more information while making decisions. Only a candid collaboration can navigate the team through adversity..

Thinking ahead

D'Auria and Smet (2020) suggest a pause-assess-anticipate-act cycle to help leaders maintain calm and avoid overreacting in dealing with changes and new information in crisis times. They do not believe a scripted crisis management plan can address any crisis, because many decisions need to be made quickly by leaders based on their own experience and intuition. Instead, they suggest that leaders should constantly reflect on what they have done, assess the current situation and anticipate the challenges in the course of action, so that they can think ahead and think critically before taking further steps (D'Auria & Smet, 2020). However, the crisis management literature suggested that leaders were required to preplan for a potential crisis and build long-term capacity. It means that leaders must conceive both short- and long-term plans, on the one hand, for the survival of the business in a chaotic situation; on the other, for future recovery and development. Therefore, thinking ahead helps leaders to anticipate the upcoming problems, provide direction to the immediate future, guide industry on resource allocation and further prioritize recovery solutions.

Leaders must take on a forward-looking stance all along the process of responding to a crisis. In view of the leaders' early reaction to this chaos in this study, it seems that some had no crisis management system or contingency planning in place, instead passively following the government lockdown restrictions; the others had a systematic crisis management package because of previous crisis experience and knowledge. However, it does not necessarily mean that they did not engage in a response. During the first period of response, decisions were made mainly relying on the general managers' experience. As the crisis unfolded, more detailed thinking was taking place by leaders, with particular attention paid to human-related issues, such as employees' physical and mental health and well-being in a crisis environment, internal adaptiveness to changes and the new normal, and staff retention in post-crisis operation. Though the nature and magnitude of the pandemic crisis has not been captured, thinking ahead is always a critical approach in identifying the best possible solutions to overcome the crisis.

Leadership Distribution

During a crisis, leaders are likely to rely on a top-down approach when taking any action. However, the leadership approach identified in this study exhibited the element of authority distribution in addressing the crisis situation. According to (Pechlaner et al., 2014), distributed leadership in tourism research was conceptualized as a process that individuals, leaders and subordinates share the leadership function, through which leaders and followers interact and incorporate to accomplish tasks (Harris et al., 2007). As they must act quickly to solve problems, hospitality leaders believe that upper-level leaders, such as general managers and deputies, cannot acquire sufficient information in a hierarchical organization. Leaders are either likely not to take action promptly enough, or to give inappropriate instructions due to lack of understanding of the situation. It worth highlighting that NZ hospitality leaders adopted this leadership approach in the process of their response. D'Auria and Smet (2020) advocate a network of teams to promote effectiveness of leadership

in coping with crises. A network of teams refers to a team of groups of executors or experts which are organized with a common objective and work with high collaboration outside of the normal management system when response crisis (D'Auria & Smet, 2020). The COVID-19 crisis has been engendering uncertainty and complexity to the hospitality industry. While by distributing their authority to the right persons, such as industry experts and department managers, this approach helps the leaders gain a clearer picture and provide sound guidelines and action plans. As Barton (1994) proposed, an efficient knowledge distribution system can help to mitigate a crisis situation.

Moreover, this approach contributes to building leadership adaptiveness and flexibility and reflects a more effective response to the ongoing crisis. One advantage of leadership distribution is encouraging engagement of experienced personnel in addressing a complex crisis (Racherla & Hu, 2009). Experienced personnel are a resource to their organizations as they can provide their knowledge and prior experience in managing such situations. Leaders should not act individually. They need to explore the potential leadership of everyone in an organization, rather than relying on one leader at the top when planning for the immediate future and business recovery. Distributing leadership and sharing responsibility is valuable in responding to a crisis as it will inspire staff with a sense of ownership in the organization (Dirani et al., 2020). Distributed leadership is certainly not a new term, nevertheless, very little literature can be found in hospitality management practices applying this type of leadership method. Therefore, the application and consequences of distributed leadership in responding to crises remain vague in hospitality academic research..

5.3 The key issues and challenges facing the New Zealand hospitality industry

This study identified three main challenges that hospitality leaders in New Zealand faced during and after the crisis. A shortage of skilled working staff seemed to be prioritized as organizations looked to the workforce as the key to their business recovery. The hospitality industry was one of the first to make work staff redundant in reaction to the government's lockdown restrictions, and it may be one of the last industries to rehire workers. (Flaming & Burns, 2020). Skill, experience, intelligence and training are key dimensions of human capital resources (Riviezzo et al., 2015). Workforce reduction is highly possible due to the losses in revenue and reduced customer demands. However, organizations should look after the available workforce and bring out their value in this particular situation.

Furthermore, the new work-from-home culture of people indicates that industry restructuring is inevitable. This epidemic crisis has changed the way people socialize. Hotel and restaurant leaders believe to minimize physical contact is necessary in reorganizing post normalcy. Adoption of technology in service delivery is considered a useful solution in the near future (Gursoy & Chi, 2020). The contactless culture appears to play a more and more important part in social life, nevertheless, it is still important to understand that people is still at the heart of the recovery plan in hospitality industry.

Last, the hospitality industry is surely need restructuring their models based on the changes in post-COVID society. Leaders need to transform their organizations according to customers' needs and wants which have been changed by the COVID-19 pandemic. Leaders need to assess the organization's capacity to resume operations in the environment of workforce shortages, reducing market demand and other circumstances resulted from the COVID-19 crisis. In addition to dealing with the problems posed by the epidemic, the crisis provides hospitality leaders lessons to replan the sustainability of the organization for the future.

5.4 Core leadership characteristics and values for a sustainable model of leadership in hospitality

The present case study indicated that the leaders in the New Zealand hospitality industry demonstrated the core values of compassion and empathy in their leadership approach responding to this COVID-19 pandemic crisis. The study shows that the leaders prioritize human-related issues and provide support when planning for solutions. Leaders regarded the crisis as a threat to human well-being, thus they have been making persistent efforts to take care of problems resulting from the crisis. This study confirms academic and practitioner consensus that future endeavors on crisis leadership should underpin a more human-centered paradigm (Giousmpasoglou et al., 2021; D'Auria & Smet, 2020).

Though the new normal of the hospitality industry has not yet taken shape, the findings of this study expand our knowledge by proposing that for hospitality organizations to effectively address the crisis, the leaders must adhere to the values which guide their thinking and actions towards doing the right thing. Specifically, the key characteristics that New Zealand hospitality leaders represented in the virus outbreak context were showing compassion, collaboration, innovation, support and thinking ahead. The findings in this study, aligned with James and Wooten (2005), suggest that to respond to a crisis effectively, hospitality leaders must build trust among staff by showing care and compassion. Only then can hospitality leaders achieve effectiveness when making decisions and addressing crises.

According to the literature, several different leadership practices were pointed out as being effective in dealing with crises. Trust-building between leaders and followers is a crucial factor in the crisis leadership model (James & Wooten, 2005); while Kouzes and Posner (2012) emphasized the important role of the relationship-oriented leaders when ambiguity remained in capturing the holistic picture of a contingency. They explained that a participative and inspiring manner of leaders plays an important part in solving problems in innovative ways (Kouzes & Posner, 2012). The results of this study indicated that leadership styles were examined in responding to this pandemic crisis displaying characteristics of supportiveness, compassion, participation and trust-building. This finding echoes the results in the literature. Leaders call for togetherness and a collective mindset in dealing with the human tragedy. Only by providing staff with strong support and focusing on their well-being can the leaders boost people's confidence to face crises. This notion is valuable especially in turbulent times.

The perspective of collaboration highlights the importance of a reliable leadership in finding solutions during and post crisis. Leaders must foster collaboration within the organization as well as the external sectors, such as suppliers, communities and other industries. Meanwhile, leaders should create collaboration opportunities with businesses outside the system. A good approach to collaboration is to foster information sharing and inspire communication. To carry on frequent communication in times of crisis is extremely important. Leaders must participate proactively and be openminded in communications with the subordinates and stakeholders (Kouzes & Posner, 2012), which can be beneficial to maintain employee problem-solving ability and effectiveness in achieving tasks. Another way to enhance communication and collaboration in a crisis is leadership distribution. As opposed to a top-down leadership style, leaders distribute their authority to lower-level managers and industry experts, and in this way access the most updated information, increase depth and magnitude of communication and develop leadership adaptiveness to changes.

Another crucial characteristic of a leaders' role in dealing with crises is to inspire innovation. Some leadership strategies applied in normal organizational management are not suitable for such situations as the COVID-19 crisis. It suggests that leaders must be creative when a crisis challenges the existence of the organizations. Facing the extremely difficult time such as the COVID-19 pandemic which featured with dynamic changes, innovation is one of the most critical solutions. Leaders who are competent to address problems in innovative ways, undoubtedly will help the organization obtain an advantage in overcoming the crisis. Innovation at the leaders' level can be conducted from the following aspects.

Firstly, in crisis situations when morale of employees is low, leaders need to innovate strategies on motivating the staff to accomplish tasks and solve problems. Leaders also need to use novel methods to reduce employee anxiety and fear. Businesses have been drastically changed as a result of crises. The findings revealed that leaders need to facilitate creativity of subordinates to adapt well to the new normal setting in a post crisis context. According to Mumford et al. (2002), the innovative techniques that leaders applied will affect subordinates' willingness to engage, and the likely success. Secondly, leaders in the hospitality industry should develop innovative communication methods. For example, Ravazzani (2016) suggested that employees' diversity in the organization will affect their sensemaking of a crisis situation, thus the leaders should be innovative when engaging in communication with employees as it helps them reinforce their perception of the work. Moreover, hospitality leaders are expected to be innovative regarding collaboration when looking for a recovery solution in the post-crisis era. Any crisis challenges the conventional approaches of collaboration. The new work-from-home culture requires leaders to be innovative and collaborative in facilitating customers' demands and providing high quality service.

Attention should also be paid to a supportive leadership atmosphere in addressing crises. They need to hear the subordinates' concerns and solution-related suggestions. They also need to appreciate any sort of contribution that employees have made. Keeping the employees informed and updated with the policies and the current situation is one of the core responsibilities of the leaders at times of crisis. For example, Kopp et

al. (2011) mentioned that storytelling is helpful in reducing employee stress and providing psychological support during a crisis. Dirani et al. (2020) confirmed the advantage of supervisory support as it is essential in employee retention during and after a crisis. Moreover, when it comes to creating a supportive environment to those who have been severely affected, leaders need to take the stakeholders into consideration in combating a crisis. Local communities, suppliers and the government are closely linked to each other. A supportive leadership style can drive others to follow this action.

To minimize losses, industry leaders must think ahead in the critical, tense environment of a crisis. As crises unfold and constant changes are coming in, leaders must make many decisions and adopt appropriate strategies to handle the current situation. Leaders who embrace the notion of long-term sustainability will assist companies in preparing for and responding to the COVID-19 environment, as well as minimising the negative impact on the organization and its stakeholders. Giousmpasoglou et al. (2021) advised that predictions of industry leaders will influence the reshaping of the sector in the near future. In view of this, industry leaders face the crisis by predicting potential issues, anticipating consequences, drawing on restructure plans and recovery solutions and assessing leadership effectiveness. Though it is never easy to think under tremendous pressure during a crisis, leaders need to think critically and frequently reflect while engaging in the processes and understanding the contingencies.

Chapter 6. Conclusions

6.1 Research overview

The present study investigated the most commonly examined topics around leadership in the context of crisis situations and to identify the core characteristics and values of leadership responding to the pandemic crisis in the New Zealand hospitality industry. Furthermore, the issues and challenges the New Zealand hotel industry faced as a result of the COVID-19 crisis were investigated during a very crucial period for the hotel industry. Overall, the COVID-19 pandemic has been reshaping the human society to a large extent. The hotel and tourism industry is one of the most impacted, and drastically hit the stakeholders that are associated with these sectors (Hao et al., 2020). Meanwhile, the transformation of the way people socialize and work also affected routine management and the operation of their organization. Leadership is considered a core element that navigates the industry through a crisis and overcomes adverse consequences (Alkharabsheh et al., 2013). The ongoing crisis has created many problems covering a wide range of fields. Therefore, its examination was of extreme significance.

To begin with, the context in which this research is set, specifically, the COVID-19 pandemic and the New Zealand hospitality industry, was examined. The COVID-19 outbreak has created a challenging environment to the industry and its leaders which featured unpredictability and complexity. The New Zealand government thus carried out corresponding policies and restrictions to stop the spread of the virus, which resulted in business closures, decreased customer demand and rising unemployment in the hospitality sector (Zenker and Kock, 2020). People looked to leaders to lead the industry through the crisis. However, not all decisions made by leaders were proved to be effective. The New Zealand government set a good example of effective leadership in times of crisis. Hospitality leaders in New Zealand adopted certain strategies and approaches that may provide insights to industry leaders in preparedness for a future crisis.

Moreover, the study has contributed to the previous literature about four essential research topics regarding crises, leadership in the hospitality industry, crisis management framework and crisis leadership. A review of the previous literature finds that there is not enough research conducted to investigate leadership characteristics required to cope with crises in the hotel industry. Leaders' behaviors and values in the crisis response are worth more attention as it may shed light on the industry for a sustainable leadership model in post-crisis development.

Next, the scholar designed a constructivist and interpretivist paradigm to achieve the objectives of this research by analyzing secondary data. Three main data resources---(HANZ, RANZ, NZChefs) were chosen

as these associations represent thousands of businesses in the hospitality sector in New Zealand so that can guarantee the credibility and trustworthiness of the data. The collected data was then coded and recorded in Table 4 to obtain more visualized information. After coding, the researcher interpreted the information and presented the key finding in Chapter 4. In the present research, the leaders' behaviors and stances among problem-solving and decision-making processes were examined. Furthermore, the two research questions were answered during the analysis. The findings show that the leaders of the NZ hospitality sector display certain characteristics that are in alignment with the literature and uphold a core value in their response to crisis, while some new findings should not be neglected. Furthermore, an additional goal of this study was to examine the most effective leadership practices in controlling the changes and turbulence.

6.2 Sustainable leadership for Hospitality management

As COVID-19 predominantly changed the situation around the hospitality industry, it put the hospitality leaders into a challenging context. Concerns have been raised as to whether the sustainable leadership model in a normal environment fits the crisis situation. Crises require leaders to apply effective leadership measures to alleviate the situation, which in turn influence the development of a sustainable leadership model. According to the above discussion, the researcher developed a leadership model for the hospitality industry in responding to crisis situations, presented in Figure 4.

Figure 4. Crisis leadership model
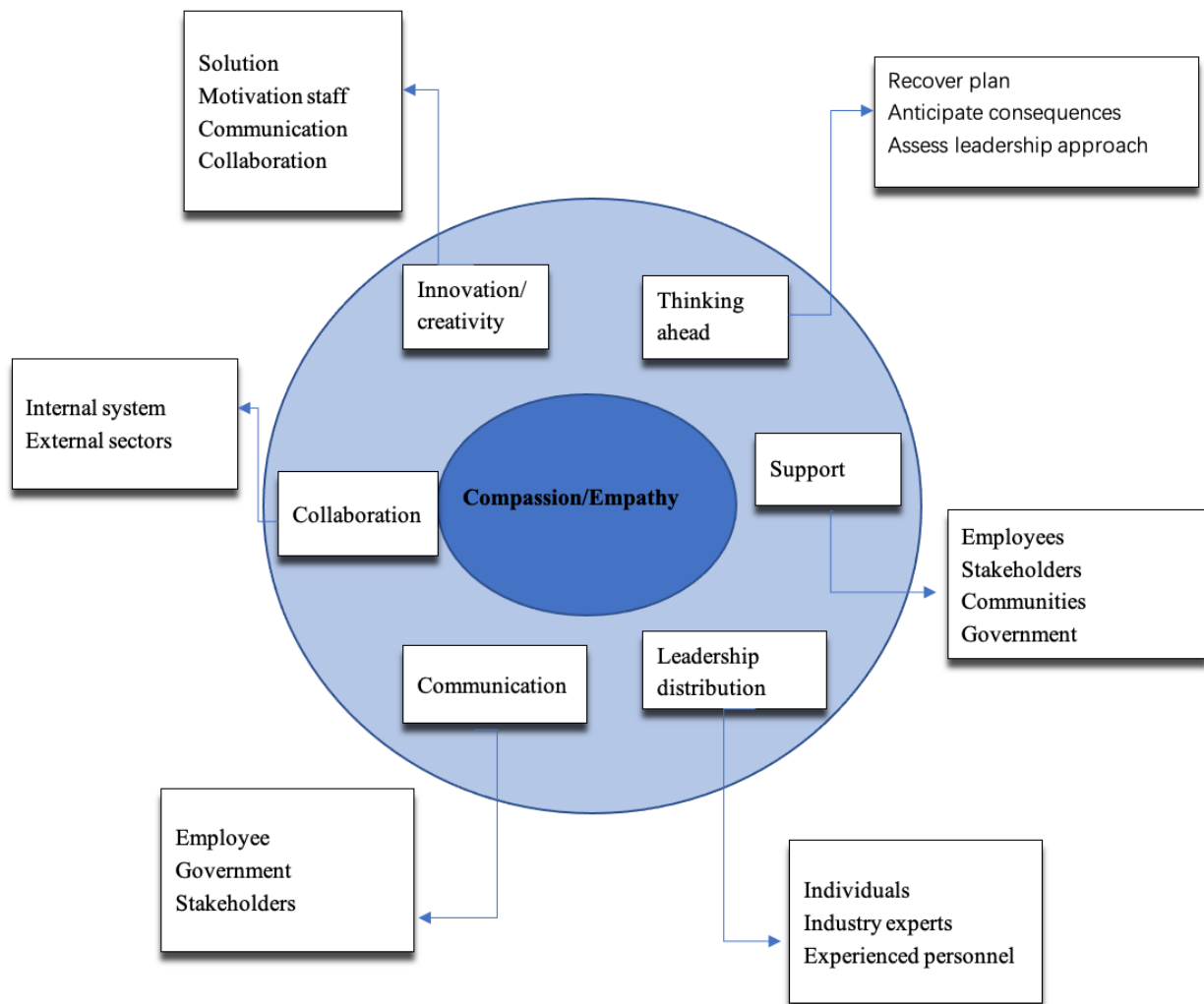
In this study of New Zealand hospitality leaders in responding COVID-19 crisis, the researcher has developed a new model for sustainable leadership which presents a new direction for hospitality leadership and contributes to the literature surrounding leadership models for crisis situations. This model suggests leadership during a crisis is based on a core values of compassion and empathy. Leaders dealing with a crisis should put the people-related problems in first place and focus on caring the general welfare of people. Leaders must handle the impact of a crisis more positively. Indeed, to respond to a crisis from the compassionate perspective helps to promote a sense of togetherness, purpose and consensus among the subordinates, thus gather their trust and support in a faster manner. Leaders can inspire followers' motivation and confidence in combating with a crisis from a compassionate point of view.

Response to a crisis requires more than ever in these turbulent times collaborative, supportive and creative leadership measures to contain the negative impacts. Leaders should embrace communications with

employees, the government and stakeholders who contribute to addressing the crisis and recovery. Communication can be used to inspire a positive vision for the employees and generate commitment at the workplace during a crisis. Leaders who are keen to build relations with employees by encouraging and supporting them, can narrow the distance between leaders and employees which and increases employee loyalty. Therefore, providing a supportive atmosphere is a critical leadership technique.

Leaders should be innovative in their measures to control the crisis. A creative style of leadership helps employees to promote resilience in adapting themselves to the changes and new normalcy as a result of crisis. Enhancing their adaptability and guiding them to change their mindset can build creativity to solve problems.

Furthermore, it is essential that leaders promote all types of collaboration during a crisis. This collaboration includes efforts to keep working with internal systems as well as the external sectors. Collaboration with internal systems is largely connected to resource reallocation and staff restructuring. The study indicates that the recovery of the hospitality industry is now facing a challenge from the shortage of an experienced workforce. Leaders should anticipate the consequences and look for opportunities for collaboration to mitigate the negative consequences of the crisis. Collaboration with external sectors includes working with stakeholders, communities and other industries.

The model also offers a solution for leaders in coping with a crisis, and that is distributing their authority. It means allocating the top leaders' authority and sharing with the right people, for instance, the operational team, experienced managers and industry experts. Different members can initiate directions and provide guidance in areas in which they are experienced and which are needed by the organization. It is practical for the top leaders to remain up to date with the overall situation and take appropriate actions by sharing with the lower-level operators in controlling a crisis. Distributing leadership is considered to be helpful in stimulating leadership within all members of a team and their engagement in addressing a crisis.

6.3 Implications and limitations

This study contributed to the literature a model of sustainable leadership in hospitality industry in the context of crisis situations. A review of extent literature revealed that while previous studies have been carried out on in hospitality industry-specific leadership, only a limited number of them focus on leadership approach that effective for crisis situations. Since the appropriate leadership style can guarantee the best hotel performance (Kim & Brymer, 2011) and help the organization build capacity to overcome crisis (Mutch, 2020), organizations should focus on employing the most suitable and qualified leadership approach for future crisis. Behaviors and mindset of leaders in hospitality sector are worth noticing as they represent a certain style of leadership that applied in their response to the violent environment. This study suggests theoretical

implications which can lead to a sustainable leadership model that being effective in crisis response in the future.

This study investigated during the COVID-19 pandemic. The COVID-19 pandemic is still a current threat and borders remain closed globally. However, recent government changes to the movement of tourists between the Cook Islands and New Zealand give hope to recovery of the New Zealand hospitality industry. Only three data resource were chosen based on the convenience of data access; hence, it would be difficult to generalize. A quantitative research or a longitudinal research would be useful to further explore the behaviors and characteristics of hotel leaders. And more studies around leadership in hospitality sector should be carried on when the pandemic would have alleviated.

6.4 Future study

This study makes recommendations on the leader's role that play in responding to the pandemic crisis is to develop effectiveness and adaptiveness which is closely related to emotional intelligence of leaders. Nafukho et al. (2016) posed that emotional intelligence and emotional quotient have been considered as an important leadership trait. In post-COVID society, people's need has changed, including the team leaders, managers, stakeholders, customers and employees. Leaders will be looked up to in the future and help to overcome interpersonal and emotional problems. Thus, future research endeavors should focus on the relationship between leaders' emotional intelligence and its impact on hospitality sector.

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