

**An Analysis of Perceived Leadership Styles and Potential Motivational
Impacts in the Hilton Hotel Group Through the Glassdoor**

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A dissertation submitted to Auckland University of Technology in partial fulfilment of the
requirements for the degree of Master of International Hospitality Management

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Acknowledgements

Supervisor guidance helped me to overcome problems in different research stages and I thank supervisor for providing me with the necessary support. I am thankful to my parents who motivated and inspired me to achieve both personal and professional goals through dedication and commitment. I thank almighty God to provide me the required capabilities to gain skills to complete the research work.

Abstract

The study explores the extent to which different leadership styles are perceived in the Hilton Hotel group, as shown by employee reviews on the Glassdoor website. In this context, the study focuses on exploring the ways transformational and authoritative leadership styles potentially affect employee satisfaction/motivation in the Hilton Hotel group. The study explores the concept of different leadership styles practised in the business environment and determines how employee satisfaction/motivation levels may be impacted by transformational and authoritative leadership styles. The study selects a qualitative methodology with the study data collected through the secondary data collection method. The study data is employees' reviews about Hilton Hotels on the Glassdoor website, as well as Hilton Hotels' company website. The study data were analysed by the thematic data analysis method. Key findings include that the transformational leadership style is predominantly practised in the Hilton International Hotel chain which focuses on promoting higher employee autonomy, employee empowerment, effective leader-employee relationship development, teamwork development, and incorporating employees' suggestions and ideas in improving customer service. These, in turn, have the potential to achieve higher employee satisfaction/motivation in Hilton Hotel workplaces. The study contributes to the existing literature by developing specific literary insights into the motivational impact of different leadership styles on employees in consideration of the hospitality industry. The study supports the idea that transformational leaders should be encouraged, as they seek to promote frequent learning opportunities in Hilton International Hotel chain workplaces, as well as promoting employee empowerment and employee autonomy with teamwork and a friendlier work culture environment to enhance employee motivation in Hilton workplaces. This, in turn, provides specific theoretical and practical leadership insights to students enrolled in management courses who will represent future leaders in the hospitality industry. The study outcomes will provide insight to future scholars utilising them to investigate new research areas such as the impact of different training methods on employee motivation in the hospitality industry.

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Attestation of Authorship

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief 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 other institution of higher learning

Signed: Shu Yao

Date: 24/06/2021

Chapter 1: Introduction

1.1 Introduction

Employees play a key role in shaping positive customer experience and the growth of businesses. In this respect, Chiang, Birtch and Cai (2014) and Hewagama et al. (2019) mentioned that employees' empowerment enhances the employee response to service failures; however, employee empowerment is influenced by the leadership style adopted within the business workplace. In this respect, considering the importance of leadership in the business workplace, as well as employees' role in shaping the customer experience, the present research focuses on analysing the way different leadership styles could potentially affect employee satisfaction/motivation, by reviewing and analysing employee reviews of Hilton Hotels on the Glassdoor website.

1.2 Background

The hospitality and tourism industry has achieved considerable growth. Per the Statista Portal, the global travel and tourism market revenue is expected to reach 539,936 million US dollars by the end of 2021 (Statista, 2021). Similarly, the hotel industry represents a subdivision of the hospitality industry and plays a key role in providing customer services related to lodging. Hotel businesses have categories in terms of size, service costs, and service functionality. Some of the leading hotel business groups include Marriott International, Hotel Hilton, Hyatt Hotels Corporation, and many more. As per a survey outcome, Hilton Worldwide Holdings Inc is a leading hotel chain on an international level and had worldwide revenue of approximately 9.45 billion U.S. dollars by the end of 2019 (Statista, 2021a). Glassdoor is a company review website providing access to former and current employees to provide a review on their company in an anonymous manner. The Glassdoor website was founded in 2007 with headquarters in San Francisco, California, the United States (Glassdoor, 2021a). With former and current employees providing reviews on companies, Glassdoor functions as a leading website that provides people with insights related to companies and jobs (Glassdoor, 2021c). Glassdoor works with a strong foundation of information transparency which, makes it a trustworthy website to find jobs and the company's workplace and management insights.

Leadership styles assist in determining the ways leader inspire, instruct, motivate, guide, and support employees to achieve shared business goals. In this respect, Brownell (2010) explored how transformational leaders put a strategic focus on inspiring and motivating employees to implement necessary changes in the business workplace that help to achieve business success in the competitive environment. Similarly, in the hospitality industry the motivation and inspiration of employees determine the way superior experience is received by the customer in accessing hotel services. Another study conducted by Buil, Martinez and Matute (2019) noted that transformational leadership positively influences organization-directed work cultures, as well as the employee job satisfaction in the hospitality sector. However, this quantitative study failed to provide broader insight into the way's transformational leadership affects employees' job engagement and job performance in hotel businesses. Similarly, Abomeh (2013) noted, in comparison to the transformational leadership style, the authoritative leadership style proves effective at times of low employee motivational levels, as well as when the business is facing higher uncertainties. Kara et al. (2013) mentioned that transformational leadership enhances employee well-being and puts a strategic focus on rewarding and recognising employees to promote higher motivation among employees to achieve enhanced job performance. Syrek, Apostel and Antoni (2013) emphasised that the higher job expectations set by transformational leaders prove detrimental for employees trying to achieve a work-life balance which, in turn, negatively affects their job performance. In contrast, Munir et al. (2012) argued that a transformational leadership style positively enhances the satisfaction level of the employee related to job which, in turn, ensures employee psychological wellbeing. Thus, it can be interpreted that scholars have explored differing viewpoints related to leadership in business workplaces; however, there exist limited studies providing in-depth insight and a better understanding of ways transformational and authoritative leadership potentially impact employee satisfaction in the Hilton International Hotel chain.

1.3 Research Aim and Objectives

Aim

The aim is to explore the extent to which different leadership styles are perceived to be practised in the Hilton Hotel group, as shown by employee reviews on the Glassdoor website.

1.4 Research Questions

RQ1: What does an analysis of employee reviews on Glassdoor reveal about the practice of leadership styles in the Hilton Hotel group?

RQ2: To what extent do the leadership style/styles practised in Hilton Hotels potentially affect employee motivation?

1.5 Research Significance

In the COVID-19 pandemic environment, the hotel industry is confronted with difficulties in the effective management of employees. In this context, Terzic et al. (2020) noted that the COVID-19 environment has significantly impacted work-related attitudes and employee job motivation/satisfaction. Thus, the present research is interesting and will have importance to the managers of the Hilton International Hotel chain as the study provides in-depth insight and understanding of the ways different leadership style/styles are perceived to be practised in the Hilton Hotel group and will help to motivate employees and ensure employee satisfaction in Hilton workplaces in the pandemic environment. The study utilises employee reviews of Hilton Hotels on the Glassdoor website, wherein current and former employees anonymously review the company and its work environment. This, in turn, helps better understanding of employee relationships and motivation/satisfaction maintained in the Hilton International Hotel chain by integrating original approaches to explore the study topic through the Glassdoor website. The present research will be more useful for the development of the hotel industry with changing times. The qualitative nature of the study will prove beneficial in providing broader insight into the way's leadership styles impact job satisfaction, encouragement, and employee empowerment to fulfil the assigned job roles and responsibilities effectively. In addition, the study will have significance for students studying in hospitality management courses as the study outcomes will help them to enhance theoretical knowledge related to the impact of different leadership styles such as transformational and authoritative leadership in business workplaces. The study provides knowledge to the future researchers to carry out work in relevance to the study topic. Thus, the present study has wider significance for managers of the Hilton International Hotel chain, students, as well as future researchers. Therefore, with changes in the dynamics of the hotel industry in the COVID-19 phase and increased importance placed on shaping a memorable customer experience, the study will provide in-depth insights into the role of different leadership

styles to promote higher motivation and satisfaction among employees in the Hilton International Hotel chain.

1.6 Organisation of the Research

Chapter 1: Introduction

The researcher has focused on providing specific information that includes the research aim and objectives. In addition, the chapter included a brief introduction and background section providing preliminary insight related to the focus of the study. The chapter discussed the research significance of understanding the way research will benefit students, managers of the Hilton International Hotel chain, as well as future researchers. Furthermore, the chapter provided concise information on the ways research work is organised under the different chapters.

Chapter 2: Literature Review

The literature review chapter helps to provide a theoretical base to the research and help in exploring the literary knowledge already existing in the academic domain in relation to the selected study topic. In this chapter, different literary themes are formulated in relation to the study objectives and the themes conduct a critical analysis of the existing knowledge by integrating differing and similar viewpoints of scholars related to the study topic. A literary gap is also identified to highlight the way the present study fills that gap.

Chapter 3: Research Methodology

The methodology chapter helps to collect, analyse, and interpret the study data with the help of the different methodological elements utilised in the research work. The key elements of the methodology include research method, philosophy, data collection, as well as the method selected to analyse the study data. In addition, the chapter discusses ethical considerations which enhance the study's validity and credibility.

Chapter 4: Data Analysis, Findings, and Discussion

In this chapter, the data collected in the research is analysed with the selection of an appropriate data analysis method. The chapter includes a discussion section that helps to analyse the study findings through supportive literary sources.

Chapter 5: Conclusion

In this chapter, the researcher presents the conclusion drawn from analysing the gathered study data. The chapter also discusses managerial implications, study limitations, and future research considerations. The chapter also provides strategic recommendations.

Chapter 2: Literature Review

The literature review in dissertations is one of the most significant chapters. Reviews of the literary sources help to gain a deeper knowledge of the research (Easterby-Smith et. al., 2018). In the present research, the literary sources include use of journal articles. The review is conducted in a logical and coherent manner to help in developing in-depth insights related to the existing academic knowledge on leadership, leadership styles, and their effect on employee motivation, and identify the existing gap in the academic domain. The review found that leadership style type significantly influences employee work commitment, engagement, motivation, and job satisfaction. It is found that transformational leaders' characteristics positively contribute towards enhancing the leader-employee relationship and promoting trust with transformational leaders acting as coach or mentor to the employees. The literature reviews further depicted that the transformational leadership characteristics such as individualised consideration proved effective in providing the required support and guidance for skill and competency development that, in turn, helped to enhance employee motivation. In comparison to the authoritative leadership style, past research has favoured the transformational leadership style to promote employee motivation over a longer period with transformational leaders acting as a change agent, coach, and mentor to the employees.

The review found that the authoritative leadership style places emphasis on the self-decision-making process to guide and direct employees to achieve higher work performance. The authoritative leadership style lacks consideration of employees' skills and competencies to be utilised for the effective decision-making process, and significant past studies results have revealed that the authoritative leadership style focuses less on promoting employee motivation and job satisfaction. The study limitations were identified in terms of the quantitative nature of the research lacking provision of in-depth insight into leadership style effects on employee motivation, as well as limitations linked with the study samples. Such a gap helps to rationalize the need for and significance of the current research which the researcher has planned to undertake. The following sections present the theoretical aspects of different concepts in this research, a section illustrating the gaps in the existing literature, and a summary of the literature review.

2.1 Leadership

Leadership is related to guiding a team in a specific direction. Leadership in the organizational context refers individual develops specific goals for the individuals within the team and guides them to work for those goals (Deanne & Paul, 2013). Alternatively, under an organization, a leader helps and guides their team members in aligning their personal goals to those of the organization. Typically, a leader generally performs all of the functions of managers: planning, organizing, directing, staffing, controlling, reporting and budgeting. However, what makes a leader different from a manager is the vision of the leader, which sets the direction for the entire team (Nienaber, 2010). Although the two terms of leader and manager are used alternatively by many scholars, their meaning is somewhat different, due to the differences in their ways of working. For a leader, the ability to visualize, clearly communicate, efficiently manage, and organize different tasks and resources, are the key skills necessary for the success of the organisation. Hence, leadership ensures individual develops specific goals for the individuals within the team and guides them to work for those goals.

Transformational leadership is a style of leading followers through inspiration. Transformational leadership refers a leader develops a vision and acting as a role model, to motivate followers to perform certain behaviours (Diaz-Saenz, 2011). Primarily, transformational leadership consists of four key components: challenging the status quo, relationship development, inspirational motivation and the development of a role model (Hoch et. Al., 2018). Firstly, transformational leaders challenge the status quo by persuading employees to look for new opportunities, think differently and perform actions to change the current conditions. For instance, a leader asking a sales employee to explore new markets might be able to challenge the status quo. Secondly, the relationship development aspect involves the promotion of a connection within the team, and with the leader. For instance, a leader organizing group activities to strengthen team bonding represents the relationship development aspect. Thirdly, inspirational motivation is related to developing and efficiently communicating the vision to followers. For instance, a leader presenting a sales plan to the entire team, and giving a speech for higher performance, represents the inspirational motivation aspect. Fourthly, such leaders adopt behaviours and traits, that present themselves as role models in front of their followers (Graves, Sarkis & Zhu, 2013). For instance, a leader personally approaching every customer in a store represents a role model for

efficient customer interaction with the other employees. Hence, transformational leadership ensures leader develops a vision to motivate followers to perform certain behaviours.

An authoritative leadership style is related to low autonomy in employees. In the authoritative leadership style, the leaders define and direct every process and procedure in the team, with little ability of the team members in decision making (Goleman, 2017). Typically, an authoritative leader sets the team goals and employee targets without any consultation with employees, defines and directs every process undertaken by employees and thereby leaves little scope for any creativity or decision making by the employees themselves. The authoritative leadership style has often been criticized by scholars for its inability to fully engage employees, therefore resulting in a lower motivational level. However, authoritative leadership is helpful in organizations at times of high uncertainty and significantly low motivation levels. For instance, a company may employ authoritative leaders at the time of change management, when employees know little about the new processes, or at the time of new employees, when they are not aware of the job role and organizational objectives (Veale, 2010). Hence, authoritative leadership style refers to the process whereby the leaders define and direct every process and procedure in the team, with little ability of the team members in decision making.

The third leadership style is often referred to as the laissez-faire style in which the leaders take a 'hands-off' approach, allowing all members to take decisions. The laissez-faire style of leadership is a highly delegating form of leadership, in which the leaders of the team allow team members to make most of the decisions, with little support or direction from the leader (Goleman, 2017). This form of leadership involves the leader to be very less controlling, directing or managing, with complete autonomy and responsibility on the employees for the tasks that they perform. Such a leadership style is criticized for leading to low accountability, passivity and lack of role clarity (Wong & Giessner, 2018). However, it helps in teams that involve employees who are highly skilled and require less supervision from leaders. Such a leadership style also helps in cases when employees hold a higher specialized knowledge than the leader. Hence, the laissez-faire style of leadership is a highly delegating, in which the leaders of the team allow team members to make most of the decisions, with little support or direction from the leader.

2.2 Employee Motivation & Satisfaction

In simple terms, employee motivation refers to the level of willingness of employees to perform actions that help the organization to achieve its goals (Graves, Sarkis & Zhu, 2013). Further, employee motivation could also be referred to as the desire of an employee to learn and grow in his or her own job role. Such employee motivation is generally related to high job satisfaction and refers to as the state of fulfilment of an employee, which is being achieved through the achievement of some of the factors that are consciously or unconsciously being considered as significant by the employee (Kwon & Sohn, 2017). Such factors generally involve factors that are common to all the employees or factors which are specific and different for every employee. The non-fulfilment of such factors could result in the job dissatisfaction of employees, and eventually low motivation, absenteeism or even turnover (Kwon & Sohn, 2017).

Maslow's Hierarchy of Needs Theory postulated that the needs of humans have different levels that involve safety, physiological, esteem, and social needs (recognition, respect), and self-actualization needs (realization of highest potentials) (Ganta, 2014). The fulfilment of all these levels result in employee satisfaction/motivation. Here, in the organizational context, physiological needs refer to the general factors of the fulfilment of hunger, thirst, and other basic work requirements of a physically optimal environment. Safety needs, in an organizational context, refers to employee insurance, job safety, health safety and basic pay while social needs, in an organizational context, refers to the employee's need for relationships with other employees in a company, as well as being part of some team. Further, esteem needs, in an organisational context, refers to the particular title, position and recognition of an employee in the organization (Taormina & Gao, 2013) whereas self-actualization needs, in an organisational context, refers to the need of an employee to use most of his skills and achieve a state of fulfilment.

Herzberg's two-factor theory could also be understood to determine the level of job satisfaction in employees. Herzberg postulated that an employee's motivation level has two factors— hygiene and motivating factors. Hygiene factors involve the different aspects of working conditions, supervision, and interpersonal relationships, the fulfilment of which ensures that employees are not dissatisfied (Kotni & Karumuri, 2018). Salary refers to the compensation to the employee for the work being done, and in adequate amounts, is responsible for preventing job dissatisfaction.

Supervision which involves employee empowerment helps prevent job dissatisfaction while adequate working conditions also prevent job dissatisfaction in employees. Supportive company policies also prevent job dissatisfaction in employees. Further, satisfactory interpersonal relationships result in the prevention of job dissatisfaction for employees. As per Herzberg's two-factor theory, the motivating factors involve recognition, responsibility, advancement, nature of work and achievement (Dartey-Baah & Amoako, 2011). An adequate job position and title lead employees towards job satisfaction while significant responsibilities also ensure their satisfaction level. Continuous career advancement also ensures job satisfaction for employees as does a match in employee skillsets, interests, and the nature of the work. Significant levels of achievement also ensure job satisfaction in employees. Hence, the fulfilment of both hygiene and motivating factors results in job satisfaction for employees.

Moreover, McClelland's theory of needs is also significant to understand the job satisfaction level of employees. McClelland's theory of needs states that there are primarily three needs that determine the level of motivation in employees – affiliation needs, achievement needs, and the power needs (Royle & Hall, 2012). The need for achievement refers to the expectation or desire of an individual to gain something of value. In the organizational context, this need could be linked to the achievement of a new title, position or salary base. Affiliation needs integrates a need of a person to be associated with other people or groups. In the organizational context, the need for affiliation of an employee is represented in his or her need to relate to other employees, teams or managers while the need for power for the individual refers to the need for a feeling of control or being influential (Rybnicek, Bergner & Gutschelhofer, 2019). In the organizational context, the need for power could be represented by an employee's desire to control the way other employees do their tasks or the need to influence them for some higher goal. Different employees possess these needs in varying degrees, and the adequate fulfilment of them results in the employee's satisfaction.

2.3 Leadership Styles Impact on Employee Motivation and Satisfaction

Leadership motivates employees to the achievement of shared objectives and business goals. In this context, Khuong and Hoang (2015) conducted a survey of 320 respondents and the outcomes revealed that leadership practices in business workplaces have a stronger influence on employee

motivation, as well as on retaining competent employees. In support, another study conducted by Chipunza, Samuel and Mariri (2013) noted that leadership style type influences employee work commitment and motivation, as well as employee attitudinal outcomes. The authors further noted that, in comparison to the laissez-faire leadership style, the transformational leadership style proved effective to enhance employee commitment and motivation in the workplaces. However, the study suffered from a limitation related to a lack of in-depth exploration of the leadership style impact on employee motivation with a quantitative study nature and use of close-ended survey questionnaires to gather study data. Naile and Selesho (2014) explored the role of authoritative and transformational leadership style to motivate teaching staff and the study outcomes mentioned that, in comparison to the autocratic leadership style, transformational leadership proves effective towards enhancing employee affective commitment. The study findings further mentioned that the transformational leadership style promotes relationship trust, encourages employee creativity, and motivates teaching staff which, in turn, enhanced employee job satisfaction, as well as the academic performance of the school (Naile & Selesho, 2014). Rothfelder, Ottenbacher and Harrington (2012) mentioned that employee job satisfaction has relationship with the leadership style and leader's behaviour practised in the hotel workplace. However, the study had limitations in terms of collecting data from a small sample size and used the quantitative approach with a focus on the German hospitality industry, lacking generalisability.

Similarly, different scholars have explored the ways leadership styles have an impact on employee motivation and job satisfaction in different research settings. In this respect, Uysal (2021) explored the relationship between different leadership styles on employee motivation in the context of Turkish hotels and the study outcomes mentioned that the transformational leadership style shared a significant relationship with employee motivation with the transactional, and laissez-faire leadership styles having no relationship with employee motivation (Uysal, 2021). In support, Sirkwoo (2015) emphasised that the leadership style that focuses on empowering employees, as well as setting clear work expectations positively influences employee job satisfaction in the business workplace. This implies that past scholarly studies have emphasised transformational leadership style importance in promoting employee motivation under different research settings. However, another study conducted by Mohiuddin (2017)

argued that the authoritative or autocratic leadership style is more beneficial to guide and motivate employees when employees lack the required competency and knowledge over job tasks. Thus, it can be interpreted that further in-depth exploration of the past scholarly work related to the transformational and authoritative leadership styles on employee motivation/job satisfaction will help to gather in-depth insight of the selected study topic and identified gaps within the existing literature.

2.3.1 Transformational leadership style's effect on employee satisfaction and motivation

The concept of the transformational leadership style and employee motivation/job satisfaction has been variously explored in different research focuses and settings. In this respect, Sadeghi and Pihie (2012) noted that transformational leaders act as change agents in business workplaces and promote a higher level of intrinsic motivation by inspiring followers to showcase higher commitment towards fulfilling their assigned job roles and responsibilities. In support, Zareen, Razzaq and Mujtaba (2015) mentioned that the inspirational motivation characteristics of transformational leaders help to inspire and motivate employees by setting clear meaning to the assigned job roles. However, the author insisted that the extrinsic reward motivation is emphasised in the transactional leadership style that helps to motivate employees to achieve better work productivity to receive monetary rewards, or promotion (Zareen, Razzaq & Mujtaba, 2015). In contrast, another study by Long et al. (2014) argued that while employee job satisfaction is important to retain competent and talented employees and achieve higher work productivity, the transformational leadership style characteristics such as individualised consideration positively contribute to employee job satisfaction. In addition, the author noted that, based on a survey of 378 employees, the study found that individualised consideration ensures transformational leaders giving importance to meeting the professional development needs of individual employees with the leader respecting differences in employee skills and knowledge, which, in turn, raises employee job satisfaction (Long et al., 2014). On the other hand, Lin, Scott and Matta (2019) emphasised that the transformational leader focuses on setting higher work expectations of their followers and which, in turn, leads to increased emotional exhaustion among leaders to motivate and inspire followers with lower competence and conscientiousness. In contrast, Salem (2015) mentioned the transformational leadership practised in hotel workplaces has no relationship with job stress or job burnout among employees. Thus, it can be

interpreted that transformational leadership characteristics such as individualised consideration and inspirational motivation help to motivate, guide, and inspire employees in business workplaces which, in turn, raises employee job satisfaction.

In addition, past scholars have explored transformational leadership and employee motivation in terms of employee empowerment and employee work engagement. In this respect, Choi et al. (2016) noted the role of transformational leadership in minimising turnover among nursing staff in Malaysia. The author emphasised that transformational leadership promoting employee empowerment helped to enhance nursing staff job satisfaction by shaping a positive relationship between nursing staff (employees) and leaders (Choi et al., 2016). However, the study suffered from the limitation of being confined to exploring the transformational leadership role in the Malaysian healthcare industry and the quantitative nature of the research resulted in a less in-depth exploration of the transformational leadership role for employee motivation/job satisfaction lacking in generalised applicability. In support, Rothfelder, Ottenbacher and Harrington (2012) noted that transformational leaders with individualised consideration characteristics act as mentors to the employees and engage in frequent communication and information sharing with the followers. This, in turn, makes employees feel valuable to be part of the business organisation, with necessary support from the leaders helping to motivate and enhance employee job satisfaction (Rothfelder, Ottenbacher, & Harrington, 2012). This implies that transformational leadership providing proper coaching and mentorship to the employees makes employees feel confident and engaged in their work. Empowering employees with the necessary support of coaching and mentoring further helps to enhance overall employee job satisfaction/motivation. Ismail et al. (2011) emphasised that transformational leaders focus on communicating and inspiring employees to achieve shared goals through promoting employee creativity and active participation in the team working environment, in turn, promoting employee empowerment for better performing assigned job roles and responsibilities. Thus, it can be interpreted that the transformational leadership strategic focus on promoting higher employee empowerment and work engagement helps to raise employee job motivation/satisfaction in business workplaces.

Higher employee motivation is linked to leadership promoting a training and learning environment in professional workplaces. In this respect, Bodenhausen and Curtis (2016) noted that transformational leaders focus on providing learning and growth opportunities to employees with emphasis on employee training, mentoring, and coaching in the workplace. The intellectual stimulation characteristic of the transformational leader helps to encourage and motivate employees to engage in a continuous learning and skill development environment which, in turn, helps employees to overcome work challenges and achieve higher work productivity. Naile and Selesho (2014) insisted that a leadership style that promotes group dynamics, training, and rewards, positively contributes to higher employee motivation. In relation to employee motivation, Maslow's Hierarchy of Needs Theory postulates that leaders promoting a workplace environment that fulfils the skill development, professional growth needs, as well as safety needs of employees, help to achieve higher employee work motivation (Jerome, 2013). In support, Henker, Sonnentag and Unger (2015) noted that transformational leadership focuses on promoting employee creativity and innovative ideas in workplaces and promoting a work culture with an emphasis on higher employee work performance. Thus, the transformational leadership with a strategic focus on employee empowerment promotes a training and learning work culture that helps to enhance employee skills, and professional competencies in the workplace leading to higher employee job satisfaction/motivation. Shafi et al. (2020) revealed that transformational leaders strategic focus on inspiration and motivating employees with the help of regular training ensure the integration of innovative and creative ideas at the workplace resulting in higher employee work productivity and job satisfaction. However, the study's limitation is that it lacks including or considering study samples from different cultural settings or backgrounds and the selected study sample represents a similar cultural background. This, reduced the generalised applicability of the research and led to literary gaps in exploring the relationship between employee job motivation and transformational leadership (Shafi et al., 2020). Therefore, it can be interpreted that transformational leadership promotes a training and learning environment in the workplace which helps to fulfil the safety, skill development, and professional growth needs of employees and achieve higher employee job motivation/satisfaction.

Similarly, past scholars have explored the context of transformational leadership, employee motivation, employee wellbeing, and employee self-efficacy in the workplace. In this context,

Henker, Sonnentag and Unger (2015) conducted a survey of 745 employees and found that the individualised consideration characteristic of transformational leaders helps to promote trust and self-efficacy among employees that positively contributes to higher employee job satisfaction. In relation to employee wellbeing, the author mentioned that the necessary guidance, support, and inspiration provided by transformational leaders helps employees to reduce anxiety and work stress caused by difficulties or work challenges and thus, transformational leadership enhances employee well-being. In addition, Kara et al. (2013) insisted that transformational leadership helps reduce employee job burnout and fosters employee wellbeing with a strategic focus on improving work-life quality. With a survey of 443 employees in the Turkish hotel industry, the study findings revealed that the transformational leadership style promoted employee job satisfaction in terms of efficient knowledge sharing and meeting the health needs of the employees (Kara et al., 2013). However, the study has limitations in terms of not addressing the specific reasons by which transformational leadership influences the quality of life in the hospitality industry in a generalised context. Thus, it can be said that transformational leaders' focus on promoting employee wellbeing and self-efficacy helps to motivate employees and shape positive perceptions related to the leadership practised within the business workplace.

2.3.2 Authoritative leadership style's effect on employee motivation and satisfaction

An authoritative leadership style is characterised by the leader utilising self-experience, knowledge, and self-decision-making processes to allocate tasks and guide and direct employees to achieve higher work performance. In this relation, Iqbal, Anwar and Haider (2015) noted that the authoritative leadership style implements the 'I tell' philosophy to provide necessary and clear directions related to the team or individual tasks. The author further noted that in workplace situations that require immediate control and response from leaders, the authoritative leadership style proves valuable in the workplace; however, the study findings mentioned that the authoritative leadership style helped to gain a positive response from employees over the short term and thus, has limitations in terms of positive effects on employee motivation over longer terms (Iqbal, Anwar & Haider, 2015). Other studies conducted by Fiaz, Su and Saqib (2017) and Gonos and Gallo (2013) mentioned that the authoritative leadership style does not take into account the opinion of employees or followers in the decision-making process which reduces employee motivation and affective commitment with the assigned job roles and responsibilities.

The author insisted that authoritative leaders motivate or encourage employees based on punishment or fear and thus, do not promote employee job satisfaction in workplaces. This implies that the authoritative leadership style is central to the leader relying on their own decision-making process to guide and direct employees with less consideration for employees' skills and competencies, resulting in less employee motivation and job satisfaction. However, Alghazo and Al-Anazi (2016) insisted that the authoritative leadership style is more successful among managers who utilise their own knowledge and experience to guide, inspire, motivate, and make employees comfortable in performing day-to-day tasks. In contrast, Negussie and Demissie (2013) argued that in dynamic and complex workplaces, managers are required to provide necessary support and integrate employee creative and innovative ideas to overall complex challenges in the work environment; however, managers relying on the authoritative leadership style restricts to consider employee participation in different workplace-related decisions. Thus, it can be said that, although the authoritative leadership style proves effective to guide and direct employees in uncertainties, it lacks promoting employees' creative and innovative ideas at the workplace thus hindering employee motivation.

Past scholars have explored the context of the authoritative leadership style, as well as employee performance. In this context, Wang and Guan (2018) conducted a survey of 211 participants and mentioned that the power distance between an authoritative leader and employees helped to promote learning goal orientation among employees. The author noted that the authoritative leadership style helped to promote affective trust which, in turn, proved beneficial towards engaging employees in a learning environment with employees achieving higher work performance. In contrast, another quantitative study conducted by Shu (2015) mentioned that the authoritative leadership style negatively impacts employees' work engagement. The Self-Determination Theory of human motivation postulates that motivation among individuals grow by three universal and innate psychological needs: competence, autonomy, and connection. The study findings by Shu (2015) revealed that the authoritative leadership style lacks encouraging employee autonomy, with employees acting based on the authoritative leader's direction and not on their own intrinsic interests. However, the study suffered from the limitation that it lacked collecting and analysing the responses of study participants from diverse sources which, in turn, reduced the scope and generalised applicability of the study outcomes. Khuong and Hoang (2015)

explained that authoritative leadership positively affects employee motivation only in specific situations that require employees to complete the task without consideration of employee opinion. Thus, it can be interpreted that past scholarly studies have emphasised that the authoritative leadership style lacks promotion of employee empowerment, autonomy, and creativity in the workplace which negatively impacts employee motivation/satisfaction.

A leadership style that puts a strategic focus on promoting reward and recognition helps to enhance employee motivation. In this respect, Koech and Namusonge (2012) and Riaz and Haider (2010) noted that transformational leadership places importance on implementing a reward and recognition system as it helps the leader to promote employee work engagement, creativity and innovative ideas in the workplace which prove beneficial to raising employee motivation. In support, Negussie and Demissie (2013) explored that the five characteristics of the transformational leadership style were positively associated with both intrinsic and extrinsic job satisfaction among employees. Sulistiyani and Rahardja (2018) conducted a survey of 270 employees, and found that a strategic combination of transformational leadership and extrinsic reward in the workplace proves effective to support the knowledge-sharing process, higher employee motivation, and improved creative work performance of employees. Similarly, another study by Dyczkowska and Dyczkowski (2018) mentioned that the leadership style that promotes performance-based reward strategies helps enhance employee satisfaction at work. In this respect, in comparison to the authoritative leadership style, transformational leadership inspires and motivates employees to bring changes in work behaviour and attitude and receive performance-based rewards. However, the study has limitations in terms of considering the way the team working relationship is impacted by the promotion of individual performance-based reward strategies in the workplace (Dyczkowska & Dyczkowski, 2018). Thus, it can be interpreted that, unlike authoritative leadership emphasising the self-decision-making process, the combination of transformational leadership and reward and recognition practices in the work environment help to motivate and enhance employee job satisfaction effectively.

2.4 Hilton Hotels

Hilton Hotels is a leading global hotel brand popularly known as Hilton Worldwide Holdings, and was founded in the year 1919. The company provides services in the form of hotels and

resorts, which mostly fall under the luxury category. Hilton Hotels is well-known in the global hotel industry for innovative approaches to amenities, products, and services. Hilton Worldwide Holdings has 18 sub-brands with a presence in 119 countries. Some of the sub-brands include Hilton Honors, LXR Hotel and Resort, Canopy by Hilton, Hilton Grand Vacations, DoubleTree by Hilton and many more (Hilton, 2021). In terms of employee numbers, on the global scale, the company employed 173 thousand employees by the end of 2019 (Lock, 2021). In addition, in the same year, Hilton Worldwide Holdings accounted for more than 6400 properties worldwide (Hilton, 2021a). According to Forbes, Hilton Worldwide Holdings operates through ownership as well as management and franchise (Forbes, 2021). Bova (2020) mentioned that Hilton leadership strategically focuses on empowering employees to achieve excellence in customer service. Hilton Hotels places importance on prioritising work-life balance among employees and has been recognised on a global scale as the "*best place to work*". With strategic priorities to promote a culture of respect, hospitality, and inclusion, the leadership at Hilton promote employee autonomy and empowerment with a focus on employee retention (Bova, 2020). In addition, the target customers of Hilton Hotels include customers who are at middle or senior professional levels and are aged between 22 and 60 years.

The rooms and services of the hotels are claimed to be the most premium of all competitors. The hotels and resorts are known to host many tourists, celebrities, government officials etc., in their effort to be a well-known multinational brand. As of 2020, the hotel chain was known to earn a revenue of more than 9.4 billion US dollars, through its specialized services and high investment in marketing (Reidhead, 2020). Employees at the hotels are claimed to be highly skilled, and undergo a rigorous practice of recruitment, training and appraisal. The premium quality of services of Hilton Hotels has primarily been established with the help of such high-class employee services. As Hilton Hotels is one of the most well-established hotel chains internationally, this study has focused on exploring how different leadership styles affect employee satisfaction/motivation, by using employee reviews of Hilton Hotels on the Glassdoor website.

2.5 Glassdoor Website

Glassdoor is a leading website providing insights related to companies based on current or former employee reviews of the company. The company is headquartered in California, United States and founded in 2007 by Rich Barton, Robert Hohman, and Tim Besse (Forbes, 2021). Glassdoor provides information related to the latest jobs with opportunities for new and experienced candidates to gain insight into the company based on employee ratings and reviews, employee benefits reviews, salary reviews, office photos and much more. The website is visited by 50 million monthly visitors with nearly 65% of Glassdoor users reading at least five reviews in Glassdoor to form an opinion of the company (Glassdoor, 2021a). Glassdoor's mission is to help individual finding the suitable job that the individual love to do (Glassdoor, 2021). Glassdoor values include transparency in sharing information, remaining innovative at work, respecting integrity, promoting a fair and inclusive workplace environment, while being resilient and resourceful with passion towards the job (Glassdoor, 2021). According to Forbes, Glassdoor provide useful insight related to the way's technology companies are emerging as the best places for employees to work (Columbus, 2019). Similarly, Landers (2016) emphasised that Glassdoor's transparent look into the company through employee reviews is preferred by job-seeking people exploring career opportunities. Furthermore, Raelson (2018) mentioned that Glassdoor can be utilised by candidates, recruiters and companies' Human Resource (HR) and management. On the one hand, Glassdoor helps candidates to look for transparent reviews of former and current employees; on the other hand, a recruiter can post jobs on the Glassdoor website. HR and management gain useful insights related to the changes required in employee learning and career development opportunities by reading employee reviews (Raelson, 2018). Hilton Hotel employee reviews are present on Glassdoor (Glassdoor, 2021c). Thus, it can be said that the transparent and fair employee reviews on Glassdoor will act as an authentic source for the present research to collect secondary data in terms of employees' reviews of Hilton Hotels which, in turn, will help to meet the intended research objectives.

2.6 Gaps in the Literature

The review helped to identify the different styles of leadership that form a base for particular styles of leading. The literature on employee motivation also helped in understanding the different aspects of employee's working that impact their motivational levels in the organization,

which ultimately impacts their job satisfaction at the company (Graves, Sarkis & Zhu, 2013). However, the review depicted that literary gaps exists with no past studies using the approach of using a website like Glassdoor to gain insight into leadership and employee motivation. In addition, the review highlighted past study limitations in terms of the quantitative nature of the research not providing in-depth insight into leadership style and its effect on employee satisfaction/motivation. While the literature on the Hilton Hotels chain helped to determine the significance of high satisfaction in employees of the hotel, so as to result in efficient service, it also indicated a possible relationship between leadership style and employee satisfaction (Goleman, 2017). However, it failed to clearly identify the details behind such a relationship. Further, the perspective of employees on their own performance, impacted by leadership styles has also been largely ignored in previous studies. There is a need to understand such employees' perspectives to determine what leadership style works best for them. In this respect, the present research helps to bridge the identified literary gaps by exploring how different leadership styles are perceived to be practised in the Hilton Hotel group and the leadership styles potentially affecting employee satisfaction/motivation, as shown by employee reviews of Hilton Hotels on the Glassdoor website.

2.7 Summary

A literature review helps to gain a deeper knowledge of the research. Typically, it allows the researcher to search and report upon the scholarly literature that has been present on the topic under study. Leadership help individual develops specific goals for individuals within the team and guides them to work for those goals. Typically, a leader generally performs all the functions of a manager – planning, organizing, directing, staffing, controlling, reporting and budgeting. However, what makes a leader different from that of a manager is the vision of the leader, which sets the direction for the entire team. Transformational leadership enable a leader develops a vision and presents himself as a role model, so to motivate their followers to perform certain behaviours. Primarily, transformational leadership consists of four key components: challenging the status quo, relationship development, inspirational motivation, and the development of a role model. The authoritative leadership style refers to the process whereby the leader defines and directs every process and procedure in the team, with little input from team members in decision making. Typically, an authoritative leader sets the team goals and employee targets without any

consultation of employees, defines, and directs every process undertaken by employees and thereby leaves little scope for any creativity or decision making by the employees themselves.

Job satisfaction could be defined as the state of fulfilment of an employee, which is being achieved through the achievement of some of the factors that are consciously or unconsciously being considered as significant by the employee. Maslow's Hierarchy of Needs Theory levels involve the physiological needs (food, water, shelter), the safety needs (good health, financial stability), social needs (identification with one or more social groups), esteem needs (recognition, respect), and self-actualization needs (realization of highest potentials). Other theories include Herzberg's two-factor theory and McClelland's theory of needs.

In addition, the review found that leadership style type significantly influences employees' work commitment and motivation. The transformational leadership style helps to promote better leader-employee relationships and promote employee trust, creativity, and empowerment which, in turn, help to motivate employees and enhance employee job satisfaction in organisational workplaces. Past scholars have emphasised laissez-faire leadership style have no relationship to employee motivation. In addition, the authoritative or autocratic leadership style is found to be more beneficial in guiding, directing and motivating employees with uncertain work situations or with employees lacking the necessary competence and knowledge to perform the assigned job roles or tasks. Furthermore, the review depicted that transformational leaders act as change agents in workplaces and focus on promoting higher levels of intrinsic motivation among employees which, in turn, prove beneficial towards raising employee motivation and work commitment towards the assigned work responsibilities. In addition, the review found that transformational leadership characteristics such as individualised consideration and inspirational motivation help to motivate, guide, and inspire employees with a transformational leader showing concern for improving individual employee skills and abilities through proper coaching and mentoring activities which help to raise employee job satisfaction. The strategic focus of transformational leaders to promote higher employee empowerment and work engagement ensure providing opportunities for employees to showcase their creative and innovative ideas to achieve higher work performance and thus, promote employee motivation in workplaces. Furthermore, the transformational leadership style focuses on sharing information and

communicating with employees over shared goals which further helps to enhance the relationship between leader and employees in professional workplaces. Promoting a training and learning environment in business workplaces help to enhance employee motivation.

However, the review found that as the authoritative leadership style relies on the self-decision-making process to guide and direct employees and avoids employees' skills and competencies to be utilised for the effective decision-making process, the authoritative leadership style proves less effective in promoting employee motivation and job satisfaction. Although the authoritative leadership style is more practised among managers who are required to utilise their own experience and expertise in guiding and directing employees, dynamic and complex workplaces require managers to utilise employees' skills, creativity and innovative ideas, as well as provide the necessary support to employees to assist them in overcoming challenges in day-to-day tasks and achieve higher employee work productivity. Overall, it has been concluded from the literary review that leadership emphasising the self-decision-making process has proven less effective in promoting employee motivation/satisfaction over longer terms. Furthermore, the review provided useful insight that the strategic combination of transformational leadership and reward and recognition practices help to motivate and raise employee job satisfaction in professional workplaces.

The laissez-faire style of leadership is a highly delegating form of leadership, in which the leaders of the team allow team members to make most of the decisions, with little support or direction from the leader. In addition, Uysal (2021) mentioned that the laissez-faire leadership style has no relationship with enhancing the motivation level of the employee, and therefore, this leadership style is not included in the model. A leadership model presenting secondary data was developed with transformational and authoritative leadership styles to support the findings and discussion sections of the research.

The leadership model is as shown in the table below:

Leadership Model	
Transformational Leadership Style	Motivational Outcomes
Sadeghi and Pihie (2012)	The author describes that transformational leaders act as change agents in business workplaces and promote a higher level of intrinsic motivation.
Zareen, Razzaq and Mujtaba (2015)	The author describes that the inspirational motivation characteristics of transformational leaders help to inspire and motivate employees by setting clear meaning to the assigned job roles.
Long et al. (2014)	The author describes that transformational leadership style characteristics such as individualised consideration positively contributes to employee job satisfaction. The transformational leader gives importance to meeting the professional development needs of individual employees, respecting differences in employee skills and knowledge.
Salem (2015)	The author describes that the transformational leadership style shares no relationship with the job stress or job burnout among employees.
Choi et al (2016)	The author describes that transformational leadership promotes employee empowerment and enhances employee job satisfaction.
Rothfelder, Ottenbacher and Harrington (2012)	The author describes that transformational leaders act as mentors or coaches to their followers and engage in frequent communication and information sharing with their followers.
Ismail et al. (2011) and Henker, Sonnentag and Unger (2015)	The authors describe that transformational leaders promote employee creativity, innovative ideas in the workplace, and active participation in the team working environment.
Bodenhausen and Curtis (2016)	The author describes that transformational leaders focus on providing learning and growth opportunities to employees with emphasis on employee training, mentoring, and coaching in the workplace, thereby promoting employee motivation in workplaces.
Naile and Selesho (2014)	The author describes that transformational leaders promote group dynamics, training, and rewards which help in higher employee motivation.
Shafi et al. (2020)	The author describes that transformational leaders have strategic focus on inspiring and motivating employees with the help of regular training provisions.

Authoritative Leadership Style	Motivational Outcomes
Goleman (2017)	The author describes that the authoritative leadership style defines and directs every process and procedure in the team, and restricts team members in the decision-making process. The authoritative leadership style is effective in organizations at times of high uncertainty and significantly low employee motivation levels.
Iqbal, Anwar & Haider (2015)	The author describes that the authoritative leadership style helps to gain a positive response from employees over the short term.
Fiaz, Su and Saqib (2017) and Gonos and Gallo (2013)	The author describes that the authoritative leadership style does not consider the opinion of employees in workplace decisions and therefore, reduces employee motivation.
Alghazo and Al-Anazi (2016)	The author describes that the authoritative leadership style assists managers to utilise their knowledge and experience to guide, inspire, and motivate employees
Negussie and Demissie (2013)	The author describes that the authoritative leadership style lacks considering employee participation in the workplace decisions and therefore, results in low employee motivation.
Wang and Guan (2018)	The author describes that the authoritative leadership style helps to promote affective trust that helps to achieve higher employee work performance.
Shu (2015)	The author describes that the authoritative leadership style lacks to promote employees' work engagement and also lacks encouraging employee autonomy.
Khuong and Hoang (2015)	The author describes that the authoritative leadership style positively affects employee motivation in specific situations only.

Table 1.0: Leadership Model

The leadership model table focused on collecting literary insights from scholarly articles published after 2010 to include only the relevant and updated articles in the development of the leadership model. The model helped to conclude that past scholars have emphasised and argued on both the transformational and authoritative leadership style influences on employee motivation. The model outcomes highlighted that the authoritative leadership style helps to motivate employees in specific situations wherein employees lack the necessary competencies, skills and seek leaders’ guidance for achieving improved employee productivity. The model concluded that the transformational leadership style promotes group dynamics, employee empowerment, employee training, mentorship, and rewards which, in turn, help to motivate employees.

Chapter 3: Methodology

3.1 Introduction

The chapter has information in relation to the use of different methodological elements utilised in the research work. The chapter identifies the research questions and provides insight related to the use of the interpretivism paradigm, as well as the use of qualitative methods to answer the study questions. The study focused on utilising the secondary data collection method in which secondary data was collected from employees' reviews about Hilton Hotels on the Glassdoor website with study data analysed through the thematic data analysis method. The chapter provides insight related to the ethical considerations that formed the integrated part of the research work, followed by the conclusion.

3.2 Research Questions

RQ1: What does an analysis of employee reviews on Glassdoor reveal about the practice of leadership styles in the Hilton Hotel group?

RQ2: To what extent do the leadership style/styles practised in Hilton Hotels potentially affect employee motivation?

3.3 Research Paradigm

This study adopted an interpretivist paradigm. The researcher is required to adopt and reflect a belief system that governs the reality of the outer world. Flick (2015) noted that paradigm is associated with respective epistemology, ontology, as well as methodology to guide the selection of appropriate methodology to meet the research objectives. In support, Bryman (2015) noted that ontology represents the way the researcher visualises the reality surrounding the outer world, while epistemology guides the way a suitable selection of method helps to gain specific knowledge. In this manner, epistemology defines the way the researcher engages in communication and gains specific information and knowledge to answer specific research questions. In this respect, Maxwell (2012) explored that the research paradigm represents the way a researcher believes, makes assumptions, and deals with nature and the source of knowledge to understand the reality surrounding the outer world. Similarly, Neuman (2013)

noted that the ontology of the positivism paradigm ensures that the researcher believes in understanding reality with the help of proven facts, scientific knowledge, and mathematical interpretations.

It can be said that the positivism paradigm aligns with the quantitative nature of the research as it focuses on mathematical analysis to make interpretations of the reality of the outer world. However, the present study selected the ontology of the interpretivism paradigm as it helped to incorporate and strategically analyse reviews from the Glassdoor website in order to gain a view of leadership styles and their relationship to motivation/satisfaction in employees. The interpretivism paradigm is justified as it helped to analyse employee satisfaction based on social and leadership interactions that occurred in the Hilton International Hotel chain and answer specific research questions by analysing what employee reviews on Glassdoor reveal about the practice of leadership styles in the Hilton Hotel group, as well as how the leadership style/styles practised in the Hilton Hotels potentially affected employees. Bernard (2017) insisted that the interpretivism paradigm has an advantage over the positivism paradigm as the interpretivism paradigm assists in understanding reality with the help of human experiences, emotions, feelings, and observations. In support, Creswell and Creswell (2017) mentioned that the interpretivism paradigm facilitates working with subjective meanings originated from analysing human experiences and feelings existing in the social world. The positivism paradigm was not adopted in this research as it lacks facilitating the researcher in making subjective assumptions to better deal with the qualitative nature of the research. Furthermore, Neuman (2013) noted that the interpretivism paradigm helped to understand the research phenomenon from multiple social interpretations and obtain study outcomes with generalised implications for businesses. Thus, it can be interpreted that the interpretivism paradigm helped the researcher to incorporate and strategically analyse Hilton reviews from the Glassdoor website as original research data to answer the intended research questions effectively and efficiently.

3.4 Research Methodology and Methods

3.4.1 Research Method

The strategic selection of a research methodology has significance as it not only provides necessary direction to the researcher but also provides the required tools, methods, and

techniques to meet valid and authentic outcomes. In this respect, Bernard (2017) noted that the quantitative methodology proves beneficial for a research work that focuses on collecting study data in numeric form and analysing it with the help of proven statistical or mathematical calculations. In support, Bryman (2015) explored that the quantitative methodology proves effective in enhancing research reliability with study data collected from a larger study sample that can be tested and checked with statistical analysis. However, Creswell and Creswell (2017) argued that quantitative methodology has a weakness in that it lacks integration of subjective human experiences and feelings with collecting study data from closed-ended quantitative methods. In this respect, Flick (2015) explored that qualitative methodology provides the required methods and tools to collect human experiences and feelings. Not only this, qualitative methodology facilitates the in-depth and detailed collection of study data to meet valid study outcomes. The present study selected qualitative methodology for collecting the study data as it helped the researcher to strategically analyse reviews from the Glassdoor website in order to gain a view of leadership styles and their relationship to employee motivation/satisfaction in the Hilton International Hotel chain.

Qualitative methodology assisted in integrating employee reviews on the Glassdoor website and analyse employee attitudes, behaviours, and human feelings to answer specific research questions. The selection of qualitative methodology is further justified as, unlike quantitative methodology, it assisted in developing specific and detailed insight into the social production (like Glassdoor reviews showing employee experiences, behaviours, emotions, and feelings) generated as an impact of transformational, as well as authoritative leadership styles practised in the context of the Hilton International Hotel chain. Thus, the strategic selection of qualitative methodology helped the researcher to meet the research aim by providing the necessary direction to collect and analyse detailed and specific study data incorporating human (employees of the Hilton International Hotel chain) experiences.

3.4.2 Research Approach

This study adopted the inductive approach to facilitate developing strategic planning and procedures that not only help to collect and analyse the study data in an organised manner but provide the right direction to work towards meeting the study aim. Scott and Garner (2013) noted

that the deductive approach provides the necessary direction to the researcher by first exploring the existing knowledge, theories, and concepts in relation to the study phenomenon and then focusing on collecting and analysing the study data. In support, Shannon-Baker (2016) explored that the deductive approach helps to undertake the scientific investigation of the study phenomenon with the researcher relying on existing theories to test the study hypothesis. The present study selected the inductive approach as it assists in developing the in-depth understanding and knowledge needed to analyse which different leadership styles are perceived to be practised in the Hilton Hotel group and the way leadership style/styles impact employee satisfaction/motivational levels as shown by employee reviews of Hilton Hotels on the Glassdoor website. In support, Braun and Clarke (2013) insisted that the inductive approach focuses on collecting the study data and understanding patterns in the study data, then dividing the study data into meaningful themes to develop new theories and concepts. This implies that, unlike the deductive approach, the inductive approach will add new knowledge to the existing academic domain. Similarly, Bryman (2015) explored that the inductive approach facilitates social constructionism as it ensures incorporating human experiences to better understand subjective meanings linked with the study phenomenon. The inductive approach facilitates and favours social constructivism by incorporating human experiences from the Glassdoor website to understand the way employee satisfaction is impacted by the leadership styles practised in the Hilton International Hotel chain. This, in turn, helped to answer the specific research questions: *“What does an analysis of employee reviews on Glassdoor reveal about the practice of leadership styles in the Hilton Hotel group?”* and *“To what extent do the leadership style/styles practised in the Hilton Hotels potentially affect employee motivation?”*. The deductive approach is not utilised in this research work as it lacked in developing strategic planning and procedures to explore the study phenomenon incorporating different human feelings and perspectives.

3.4.3 Research Design

This study adopts the exploratory research design and ensures synthesising and integrating the different methodological elements to analyse, and interpret the study data. Creswell and Creswell (2017) mentioned that descriptive research design facilitates collecting quantifiable information to understand population characteristics or the behaviour of the subject in natural settings. In support, Bernard (2017) mentioned that descriptive design answers the ‘where’, ‘what’, ‘how’,

and ‘when’ questions linked with the research phenomenon; however, it fails to answer the ‘why’ question. The present study selected the exploratory research design as it provided the necessary flexibility to collect study data for detailed investigation and better analyse ways leadership styles have an influence on the employees’ motivation/satisfaction in the Hilton International Hotel chain as shown by employee reviews of Hilton Hotels on the Glassdoor website. The selection of the exploratory research design is further justified as it reduced the research costs with flexibility in collecting the study data to answer the first study question. Flick (2015) noted that the exploratory design ensures detailed exploration of the study with providing the necessary flexibility to collect the study data. In support, Bryman and Bell (2015) mentioned that the exploratory design integrated with the inductive approach as it facilitates to undertake preliminary investigation and gain familiarity and in-depth insight into the study phenomenon by investigating and observing the common study patterns emerging from the investigation. This, in turn, helps to answer the extent Glassdoor reviews reveal about the practice of leadership styles in the Hilton Hotel group. The descriptive design was not adopted in the present research as it does not answer the ‘why’ question which, in turn, restricts analysing the selected study phenomenon in detail.

3.4.4 Data Collection Method

In the present study, a secondary data collection method is utilised. The suitable data collection method has higher significance as it ensures the researcher adopts specific procedures to collect raw study data that are relevant and specific to help meet the study aim and objectives. In addition, under the secondary data collection method, the present study focused on collecting data from employees' reviews about Hilton Hotels on Glassdoor. Glassdoor is an online company review website that facilitated specific data collection by providing access to different past and present employees’ reviews on Hilton Hotels in an open and anonymous manner. In addition, Glassdoor provides information related to the latest jobs with opportunity for new and experienced candidates to gain insight into the company based on former and current employee ratings and reviews, employee benefit reviews, as well as salary reviews. Glassdoor organises employee reviews under different company names. The study conducted by Duncan, Chohan and Ferreira (2019) utilised the Glassdoor website to study the way different employees engaged in reviewing employer brands on the Glassdoor website. In addition, the preliminary search

revealed that an increased number of employee reviews were found on the Glassdoor website on Hilton Hotel. The researcher read 70 anonymous employee reviews about Hilton Hotels on the Glassdoor website (see Appendix) out of which 30 were chosen based on their relevancy to the selected study topic. These 30 reviews acted as adequate data to support detailed analysis and better understanding of the selected study phenomenon within the stipulated time frame. Bernard (2017) mentioned that data saturation in a research is a point where enough data is collected by the researcher to help answer the intended research questions. Data saturation point was reached after selecting the 30 anonymous employee reviews about Hilton Hotels on the Glassdoor website. The inclusive and exclusive sampling strategy was utilised in the present research under which the researcher included all relevant and authentic employee reviews picked randomly with specific content in relation to the selected study phenomenon. Similarly, the study excluded Glassdoor content not related to the selected study topic such as contents related to job postings for newer candidates. In this manner, with the help of the inclusive and exclusive sampling strategy, the study ensured collecting only relevant and reliable study data.

In addition, the supportive secondary data for the research was collected from academic books, journal articles, news websites, Hilton Hotels company's website, as well as reputed research websites including Statista. Flick (2015) noted that different types of primary data collection methods are employed by the researcher based on the research nature and settings that include survey method, interview method, as well as focus group discussion method. In addition, Neuman (2013) and Creswell and Creswell (2017) noted that closed-ended survey questionnaires facilitate the collection of study data from a larger study sample; however, the closed-ended questions restrict the collection of detailed responses as study data. Similarly, Flick (2015) mentioned that this interview data collection method limits data collection from a smaller sample; however, open-ended interview questions facilitate detailed data collection. In the present study, secondary data collection is utilised due to cost and time restrictions.

3.4.5 Data Analysis Method

The data analysis method focuses on transforming the raw collected study data in a meaningful form and assists obtaining crucial study findings in line with meeting the intended study aim and objectives. Flick (2015) noted that an exploratory design study requires less specific knowledge

to analyse the collected data with patterns or themes aligned with the study objectives. In this respect, the thematic data analysis method was used in the present research. Similarly, Neuman (2013) noted that the thematic analysis is popular among researchers as it does not require the researcher to gain technical knowledge to analyse the study data. Scott and Garner (2013) insisted that thematic analysis provides flexibility to analyse study data into different suited themes. This study utilised the thematic data analysis method as the analysis provides the required flexibility to analyse data under different themes. In the thematic data analysis, with the help of an inclusion and exclusion sampling strategy, the researcher utilised keywords such as ‘leadership’, ‘motivation’, ‘satisfaction’, and ‘Hilton employee’ to help in developing an understanding of the data. Different thematic codes developed based on the understanding gained such as “leadership styles” and “employee job satisfaction/motivation” were combined into the theme *"Review of leadership styles practised in the Hilton International Hotel chain."* The researcher focused on combining the observed data patterns under themes aligned with the study objectives which ensured the themes’ suitability with generating better opportunities to make clear interpretations and analysis of the gathered study data. The final themes were classified into two parts to analyse the study data:

Theme 1: Review of leadership styles practised in the Hilton International Hotel chain.

Theme 2: Impact of leadership style on employee satisfaction/motivational levels in the Hilton International Hotel chain.

The study findings were then compared with literary findings summarised in the leadership model to obtain meaningful information to answer the specific study questions.

3.4.6 Ethical Considerations

Ethical considerations have significance to enhance study validity, reliability, and authenticity. In this respect, Wiles (2012) stated that ethical considerations help to ensure participants' confidentiality, and data safety methods were integrated into the research work. In the present research, different ethical considerations were strategically incorporated to enhance study authenticity and validity. The study ensured acknowledging the work of different scholars that formed part of the research work with the help of references and in-text citations. In addition, the collected study data was protected by storing the data in password-protected electronic files on the computer. Honesty, fairness, and trustworthiness formed an essential part of the research

further helping to enhance the study validity. Furthermore, the study ensured that the data collected from the company's website in no way intended to harm the Hilton International Hotel chain's reputation in the market. In addition, the study integrated all ethical guidelines provided by the university that further helped to improve the study validity.

3.5 Summary

The present study utilised a qualitative methodology, an integrated interpretivism paradigm, an inductive approach, as well as exploratory design to facilitate collection and analysis of the study data and meet the research aim. The study collected secondary data from employee reviews about Hilton Hotels on Glassdoor, as well as from authentic, relevant, and reliable journal articles, academic books, and websites. The thematic data analysis method was utilised and the study adopted ethical considerations acknowledging the work of different scholars that formed the part of the research work, maintaining honesty, fairness, and trustworthiness in collecting, analysing, and presenting the study results. The ethical guidelines of the university were adopted to ensure enhanced study authenticity and validity.

Chapter 4: Findings and Discussion

4.1 Introduction

The study aims to explore the extent to which different leadership styles are perceived to be practised in the Hilton Hotel group, as shown by employee reviews on the Glassdoor website. In order to meet the aim, the study focused on collecting data by the secondary data collection method. The study data collected from literary sources including journal articles, industry reports, and Hilton Hotels' company website. The employee reviews about Hilton Hotels on the Glassdoor website were further collected to retain the original contribution to answer the research questions. Thus, the secondary data collected from employees' reviews helped to enhance the authenticity and credibility of the research outcomes. In this respect, the researcher had read 70 and selected 30 anonymous employee reviews about Hilton Hotels on the Glassdoor website (see Appendix). Two themes were formulated to analyse the study data: leadership styles practised in the Hilton International Hotel chain and the impact of leadership style on employee satisfaction/motivational levels in the Hilton International Hotel chain.

4.2 Thematic data analysis

4.2.1 Theme 1: Review of leadership styles practised in the Hilton International Hotel chain

Secondary data:

The first theme focuses on exploring the leadership styles practised in the Hilton International Hotel chain. In this respect, according to Forbes, senior leaders in the Hilton International Hotel chain focus on strategic implementation of programmes such as “*Hilton's Senior Leadership Business Immersion Program*” under which the senior leaders in Hilton Hotels gain a 3-day experience on fundamental hotel operations or activities such as checking in guests, helping engineering on calls, carrying guest's luggage to rooms, cleaning rooms, as well as handling guest complaints (Brownlee, 2019). This assists senior leaders in the chain to develop a strong understanding of the way employees feel, what challenges they face, and necessary improvements required in management and leadership aspects to help employees deliver a better customer experience (Brownlee, 2019). Similarly, as per the information retrieved from the Hilton website, Hilton ensures diversity in leadership roles as leaders from diverse backgrounds and having the necessary expertise better connect with employee and customer needs in different parts of the world (Hilton, 2021). In addition, as per the 2018 Great Place to Work Report, the

leadership at the Hilton International Hotel chain focuses on teamwork development and considers suggestion and ideas of team members (including employees, management, and leaders) to improve hotel services and shape a positive employee work experience. In addition, the report mentioned that leadership in the Hilton International Hotel chain focuses on empowering employees at all levels; for instance, the "*Make It Right*" work culture in the chain requires team members of every job title in the hotel to seek plausible solutions to problems in customer services in day-to-day tasks (Great Place to Work Report, 2018). Bailey, Mendez and Zhai (2014) noted that the transformational leadership practised in the Hilton International Hotel chain is evident from the way Hilton cares, guides, and provides mentorship to its employees to achieve better work performance in the job. Thus, it can be said that the chain utilises a transformational leadership style to manage employees' work productivity. Unlike authoritative leadership that focuses on low autonomy in employees, transformational leadership focuses on inspiring and motivating employees through encouraging employee empowerment in workplaces.

Glassdoor data:

One of the reviews on the Glassdoor website mentioned,

"Extensive learning opportunities provided in the workplace" (Glassdoor, 2021b).

Another review mentioned,

"Hilton is a company with a real family culture. Expectations are high but everyone treats you very well and you are rewarded with great benefits such as staff meals, a very good deal on staff rates when staying at any Hilton around the world." (Glassdoor, 2021c).

In support, another review noted,

"Staff meals, Free parking, Empowerment" (Glassdoor, 2021c).

This, in turn, depicts the way leadership in Hilton promotes learning opportunities and sets higher expectations and empowers employees for their career development.

Similarly, another review stated,

“career development opportunities, team member travel perks are amazing. However, sometimes you have to work long hours depending on what department you're in” (Glassdoor, 2021c).

This implies that the transformational leadership style is practised in Hilton as transformational leaders focus on providing learning and career development opportunities for employees; however, the strategic focus towards the higher performance of employees with higher performance expectations explains long working hours being expected from Hilton employees.

In support, the individualised consideration characteristics of transformational leadership practised in Hilton is evident from an employee review on work culture and mentioned, *“Incredibly supportive and driven work environment”*.

In support, another review noted,

“Hilton is a great place to work. You get that family feeling and appreciation for your work” (Glassdoor, 2021c).

This implies that leadership in the chain focuses on promoting a supportive work environment to ensure employees feel motivated and great about their spot and working in the company. Employee motivation in a workplace is driven by a supportive teamwork environment.

Similarly, a Hilton employee review on the Glassdoor website mentioned work pros as *“The team support and a fun environment”* (Glassdoor, 2021d).

However, one of the reviews mentioned,

“High staff turnover, no motivation within the workforce, make new friends and they leave. Hard to advance but everything takes time” (Glassdoor, 2021c).

Similarly, another review mentioned,

“Experience can vary hotel to hotel depending on management and also from region to region. Salaries are not always competitive” (Glassdoor, 2021c).

In support, another review noted,

“No work life balance and Senior Management is not always the most supportive. I had the chance to work with some great managers with good people skills but I have also encountered bad senior managers that would not see you as a person but as a machine - it will depend a lot on the property. Salaries will also depend on the property” (Glassdoor, 2021c).

Another review on Glassdoor stated,

“I have been working at Hilton full-time for more than a year. The company has a friendlier work culture; however, it is hard to manage work-life balance” (Glassdoor, 2021).

This implies that although leadership in the Hilton chain focuses on promoting a friendlier work culture, there exist negative impacts of leadership practised in their workplaces with issues such as employee dissatisfaction with the incompetent salary structure depending where employees are working. In addition, leadership issues exist in relation to employees facing work stress due to long working hours which, in turn, results in work-life balance issues for employees. Thus, the review highlighted the negative aspects of leadership and employee motivation issues existing in the Hilton workplaces.

Another employee review noted pros in the Hilton Hotel workplace as

“Strong work ethics, mission, vision, values, individual development” (Glassdoor, 2021).

Further reviews mentioned,

“Learning opportunities, supportive management, career growth, and friendly work culture exists in Hilton workplace”.

Other review noted,

“Supervisors and team lead work with you and answer your questions” (Glassdoor, 2021c).

Another review on Glassdoor supported that,
“*Great work ethic staff engagement and best coach from the industry*” (Glassdoor, 2021).

This, in turn, depicts that the Hilton chain focuses on implementing transformational leadership with developing leadership practices that ensure leaders act as effective mentors and guides to inspire, motivate, and achieve better staff engagement in Hilton workplaces. The chain adopts idealised influence characteristics of transformational leadership in which leaders inspire and motivate Hilton employees with a clear vision in a teamwork environment.

4.2.2 Theme 2: Impact of leadership style on employee satisfaction/motivational levels in the Hilton International Hotel chain

Secondary data:

The second theme focuses on analysing the way the leadership style practised in the Hilton chain potentially enhances employee satisfaction/motivational levels. Huertas-Valdivia et al. (2019) noted that the authoritative leadership styles practised in the workplace environment have higher significance with employees or team members lacking the necessary ability to make effective decisions. Similarly, timely employee training is an important element for a leader to focus on developing a supportive organisational culture (Thamrin, 2012). On the other hand, Arnold (2017) insisted that transformational leadership practices in the workplace environment set higher work expectations of employees with leaders prioritising work over the health and wellbeing of employees. Arnold (2017) mentioned that authoritative leadership styles provide necessary clarity on job roles and responsibilities without setting higher work expectations with the leader's directions helping employees to reach the common goal with consistent employee results. In contrast, to ascertain higher employee satisfaction/motivational levels achieved in the Hilton chain, the transformational leadership practices focus on conducting regular surveys that measure different parameters for employee satisfaction/motivational levels (Glassdoor, 2017).

One of the employee reviews on Glassdoor mentioned,
“*Management is super friendly and is always ready to guide you through. However, the lack of transparency in the decision-making process is a con. I would recommend management to focus more on employee training*” (Glassdoor, 2021a).

Similarly, another employee review stated,

“Environment, Culture, Benefits and a great place to learn are pros to working in Hilton” (Glassdoor, 2021a).

This implies that the leadership practices in the Hilton International Hotel chain were successful in developing the work culture and providing benefits and a learning environment to employees that, in turn, potentially enhanced employee motivation/satisfaction to work in the Hilton International Hotel chain.

Another employee review on Glassdoor mentioned,

“Good Learning, Good Management, Good Team. All other things are good. But the salary is less and training also” (Glassdoor, 2021).

Similarly, another review noted,

“Can work from home on Fridays if it fits your team schedule” (Glassdoor, 2021c).

In support, other reviews mentioned,

“Clearly defined roles and responsibilities”, “Incredibly supportive and driven work environment”, and “Great work/life balance” (Glassdoor, 2021c).

Other reviews noted,

“great team-based environment to work in”, “Hilton is a great place to work. You get that family feeling and appreciation for your work” and “Great team culture and activities” (Glassdoor, 2021e).

One of the employee reviews mentioned,

“Good company to work for, with good leadership training. They are currently working on their culture and are quite innovative” (Glassdoor, 2021c).

Another review on Glassdoor mentioned,

“Fantastic CEO and work culture that motivates you to be the best you can be. The company cares for its team members and is focused on ongoing training, development and providing work-life balance” (Glassdoor, 2021a).

Another employee mentioned,

“Hilton takes the advice and opinions of employees seriously. They don’t micromanage and they trust you to do your job while giving positive encouragement and incentives. This makes for a great work environment” (Glassdoor, 2021c).

Similarly, another review depicted,

“It helps you maintain a work-life balance and extensive learning opportunities are present in the workplace ” (Glassdoor, 2021a).

An employee review further mentioned,

"The work culture of Hilton is good. It is employee-oriented" (Glassdoor, 2021b).

This employee Glassdoor review noted,

“Fantastic Up sell incentives, great work environment” (Glassdoor, 2021d). Another review noted, *"great benefits, discounts on stays at the Hilton worldwide and their F&B outlets"* (Glassdoor, 2021c).

Thus, the Hilton employee reviews on Glassdoor revealed that leadership in Hotel Hilton focuses on fostering employee empowerment, training, higher employee work engagement, and a supportive and friendlier work culture. While the authoritative leadership style does not seem to be implemented in Hilton workplaces, according to the data from Glassdoor, the transformational leadership practices of Hilton would appear to potentially help to achieve higher employee motivation/satisfaction with providing necessary support for employee well-being, as well as achieving higher team performance in Hilton workplaces. Although the transformational leadership in the chain fosters employee autonomy, teamwork, and motivating employees through promoting shared values and purpose, the leadership style lacked considering better financial rewards and training to ensure higher employee motivation in the workplace.

4.3 Discussion

4.3.1 Concept of Transformational and Authoritative Leadership Styles Practised in the Business Environment

It has been discussed from the study findings that leadership is an important element ensuring the successful functioning of an organisation. The context of a leader in the present study is defined as an individual that guides and motivates team members and ensures that the team is functioning in alignment with team goals. In support, Deanne and Paul (2013) mentioned leaders work with a strategic vision and have good communication, guidance, and managerial skills to allocate specific tasks and resources for the successful functioning of an organisation. In addition, another study by Odumeru and Ogbonna (2013) explored how the four elements of transformational leadership, relationship development, challenging the status quo, inspirational motivation and the development of role models, help in motivating and inspiring followers to meet organisational goals and capture new opportunities with the implementation of strategic thinking. Similarly, it has been discussed based on the original data gathered from Hilton employees' reviews on Glassdoor that, in the Hilton chain, leadership ensured integration of creative and strategic thinking not only with the promotion of workforce diversity but ensuring the presence of leaders from a diverse background in the workplace. In support, the outcome of the Great Place to Work Report (2018) mentioned that the practice of transformational leadership in the Hilton chain was evidenced by leaders' strategic focus on teamwork development, promoting higher employee autonomy, as well as considering the suggestions and ideas of team members (employees) to shape positive employee work experience with enhancing the customer services of the hotel. The outcomes of the study by Veale (2010) mentioned that, at times of uncertainty or employees not making effective decisions as per the situation, the authoritative leadership style has proven effective to direct and guide employees to achieve better work productivity. However, it has been discussed that the authoritative leadership style puts emphasis on low autonomy in employees with the employee roles and responsibilities being defined and directed by leaders at each step (Goleman, 2017). In this manner, the authoritative leadership style provides fewer opportunities for employees to showcase their creativity and doesn't consider employee decision making, resulting in lower motivation/satisfaction levels among the employees.

4.3.2 Transformational Leadership styles practised in the Hilton International Hotel chain

It has been discussed based on the original data gathered from Hilton employees' reviews on Glassdoor that leaders in the Hilton chain actively engage in experiencing the challenges and hurdles encountered by employees in providing better customer experiences. For instance, the presence of the "*Leadership Program*" depicted that the 3-day experience on fundamental hotel operations gained by leaders in the chain helps them to improve understanding of the challenges employees face, and seek necessary improvements from leaders to deliver a better customer experience (Brownlee, 2019). Similarly, the study findings from the Glassdoor data helped to discuss that such engagement of leaders with day-to-day tasks performed by the employees and helping employees to improve work performance is not evident in the authoritative leadership style whereas, such leader engagement can be better understood under the transformational leadership characteristics with a focus on better employee relationship development. The outcomes of the study conducted by Kotni and Karumuri (2018) mentioned that the fulfilment of the hygiene factors such as appropriate supervision, working conditions, and the development of effective interpersonal relationships between superiors and subordinates helps to improve employee job satisfaction. In addition, it has been inferred from the original data gathered from Hilton employees' reviews on Glassdoor that the leadership in the Hilton chain focuses on empowering employees at all levels and thus, transformational leadership was evident with a focus on employee empowerment in Hilton workplaces.

Based on the leadership model developed in the present research, Rothfelder, Ottenbacher and Harrington (2012) mentioned transformational leaders act as mentors or coaches to their followers. Similar findings were obtained in the original secondary data gathered from the Glassdoor website that Hilton's leaders are the best coaches in the industry and Hilton's managers are super friendly and always ready to guide employees (Glassdoor, 2021a). In addition, as shown by employee reviews on the Glassdoor website, less instances of authoritative leadership styles were evident as one of the employees mentioned that, although Hilton's managers have good skills and competencies, some of the managers treat employees as machines and are not supportive on a human basis. In this respect, based on the leadership model developed, Fiaz, Su and Saqib (2017) and Gonos and Gallo (2013) mentioned that the

authoritative leadership style includes leaders do not take into account the opinions of employees or followers in assigning job roles and responsibilities. Furthermore, based on Hilton employees' reviews on the Glassdoor website, extensive learning opportunities provided in the workplace, a supportive and driven work environment, as well as an appreciation of employees' work, reflected the way individualised consideration, as well as the intellectual stimulation characteristics existed in Hilton workplaces. Based on the leadership model, the literary findings by Bodenhausen and Curtis (2016) also helped to show that employee support, career development training, mentoring, and coaching in the workplace are essential qualities of transformational leaders. Thus, it can be interpreted that a predominantly transformational leadership style is evident in Hilton workplaces.

The transformational leadership practised in Hilton chain workplaces includes the strategic vision of leaders to promote the Hilton chain as the reputable hospitality company not only for customers but also for employees (Glassdoor, 2017). The transformational leadership helps in promoting higher employee job satisfaction on the basis of Hilton employees' reviews on the Glassdoor website, transformational leadership in the Hilton chain supports the presence of learning opportunities, supportive management, as well as a friendly work culture which, have a positive impact on employee job satisfaction (Glassdoor, 2017). The study conducted by Goleman (2017) mentioned that the authoritative leadership style is characterised by personal control of leaders in the decision-making process with reliance on own experiences, ideas, and judgments to produce consistent results. In contrast, the "*Make It Right*" work culture adopted in the Hilton chain further shows that transformational leadership was more evident in the hotel as the leaders require employees from every job level to take active participation in solving the customer services problems encountered in day-to-day tasks (Great Place to Work Report, 2018). Thus, it can be interpreted that transformational leadership practices were more evident in the Hilton chain with instances of employee empowerment, higher employee autonomy, leadership focus on employee relationship building, as well as the promotion of a friendlier work culture reflected in the Hilton employees' reviews on Glassdoor website.

4.3.3 Impact of leadership style on employee satisfaction/motivational levels in the context of the Hilton International Hotel chain

It has been discussed that the type of leadership style practised in the business workplace impact employee motivational levels. On the basis of the findings from Hilton employees' reviews on Glassdoor website, the instances of transformational leadership style/characteristics were more evident in the Hilton chain with leaders emphasising employee empowerment and challenging them to take ownership of the assigned job roles and responsibilities for better customer services. Based on the leadership model developed, it is discussed that Choi et al. (2016) noted that transformational leadership promoting employee autonomy has a positive impact on employee job satisfaction/motivation. The transformational leadership practised in the business workplace helps the organisation to promote honest, transparent, and ethical work culture practices which, in turn, promote higher employee job motivation (Kara et al., 2013). Hilton employees' reviews on the Glassdoor website helped to make the argument that the predominately transformational leadership style that is being practised at the Hilton has the potential to lead to positive employee motivational outcomes in Hilton workplaces, for instance, the employee reviews mentioned a great team-based environment to work in and great team culture and activities in Hilton workplaces (Glassdoor, 2021e). In support, based on the leadership model, Ismail et al. (2011) and Henker, Sonnentag and Unger (2015) mentioned that a team-working environment promoted by transformational leaders helps to motivate employees as team-working assists employees to showcase their creativity and innovative ideas, ensuring higher employee participation in enhanced work performance.

In contrast, a study conducted by Breevaart and Bakker (2018) emphasised that transformational leadership focuses on setting higher expectations by team members with increased job pressure resulting from work accountability. This, in turn, leads to higher employee job burnout with a negative impact on employee work productivity and job satisfaction (Breevaart & Bakker, 2018). However, based on the leadership model, Salem (2015) argued that no relationship existed in relation to the transformational leadership style resulting in employee job stress or job burnout. On the basis of the Hilton employees' reviews on Glassdoor website, although the transformational leadership practised in the Hilton chain sets higher expectations related to the customer services from the employees, the higher employee job satisfaction/motivation is ensured with the presence of supportive management practices, providing learning and skill development opportunities for employees. Thus, it is interpreted that the transformational

leadership style practised in the Hilton chain puts a strategic focus on promoting learning and skill development in the workplace environment that helps to foster higher employee trust and engagement in Hilton workplaces. Transformational leadership enables employees to fulfil the higher expectations related to achieving better customer services.

The thematic data findings inferred that the transformational leadership promoting employee learning opportunities helps employees to achieve career development in Hilton workplaces. In support, the outcomes of the study by Dartey-Baah and Amoako (2011) mentioned that continuous career advancement opportunities have increased significantly to ensure higher employee job satisfaction in workplaces. In support, Royle and Hall (2012) noted that the power, achievement, and affiliation needs remain the three primary needs that help to enhance motivation levels among employees. This implies that the employee learning opportunities promoted by transformational leadership prove helpful to motivate employees fulfil a need for career growth achievement in workplaces. It has been discussed based on the leadership model that while authoritative leadership styles prove effective where team members lack the necessary ability to make effective decisions in workplaces, higher employee motivation/job satisfaction was associated with transformational leadership that not only promotes employee learning opportunities in Hilton workplaces but focuses on conducting regular employee surveys to measure different parameters for employee satisfaction/motivational levels (Glassdoor, 2017). Kara et al. (2013) findings revealed that the transformational leadership style promoted a better quality of work-life, as well as employee job satisfaction and organisational commitment. Although transformational leadership in Hilton workplaces put emphasis on providing learning opportunities for employees, the employee reviews depicted that Hilton employees seek developments in relation to a higher frequency of learning and training opportunities in the workplace. Thus, it can be interpreted that the predominantly transformational leadership style helps to promote employee learning and career development opportunities which, positively impacts employee job satisfaction/motivation in the workplace.

Similarly, it has been discussed that better clarity on job roles and responsibilities helps to raise employee job satisfaction. In this respect, a study conducted by Arnold (2017) mentioned that in comparison to the transformational leadership style which focuses on setting higher work

expectations, authoritative leadership styles provide better clarity over employee job roles and responsibilities with leaders' direction helping to achieve consistent results. However, the transformational leadership practised in Hilton workplaces puts a strategic focus on recruiting a talented workforce, promoting a cohesive teamwork environment, and empowering employees with the help of shared values, purposes, and goals. This, in turn, helps Hilton leaders to develop a team-oriented work culture with a specific focus on shaping better clarity over job roles and responsibilities with employee training opportunities assisting to enhance employees work productivity and job satisfaction. In addition, the study findings from the Hilton employees' reviews on the Glassdoor website helped to show that the idealised influence characteristics of transformational leadership in Hilton workplaces helped to inspire and motivate employees with leaders acting as powerful role models and "best coaches in the industry" (Glassdoor, 2021). Overall, it has been shown from the thematic data findings that transformational leadership practices were more evident in the context of Hilton workplaces and, in comparison to the authoritative leadership style, transformational leadership practices help to achieve higher employee job satisfaction/motivation levels with leaders promoting opportunities for employee autonomy, empowerment, extensive learning and career development growth opportunities. It can be interpreted from the study findings that, unlike authoritative leadership, transformational leadership puts a strategic focus on employee well-being such as promoting 'Best-In-Class PTO (Paid Time Off)', 'Retirement Savings Program', which motivate and enhance employee job satisfaction in Hilton International Hotel chain workplaces.

Chapter 5: Conclusion

5.1 Conclusion

The present research aimed to analyse the impact of transformational, as well as authoritative leadership styles on the satisfaction levels of employees in the context of the Hilton International Hotel Chain. In this respect, a qualitative methodology was employed with study data collected from secondary data. The study data was collected from employees' reviews about Hilton Hotels on the Glassdoor website, as well as the Hilton Hotels company website with data analysed by the thematic data analysis method. Ethical considerations improved the authenticity of the obtained study outcomes. In relation to exploring the concept of different leadership styles practised in the business environment, it is concluded that the type of leadership style practised in the Hilton business workplace influences employee job satisfaction/motivation. It is concluded based on the thematic data findings that leaders act as individuals who direct, motivate, inspire, and guide team members to meet shared goals and purposes. In relation to the authoritative leadership style practised in the business workplace, the study findings depicted that authoritative leaders engage in directing and guiding employees with higher reliance on self-experiences and a self-decision-making process. This implied that the authoritative leadership style helps leaders to achieve consistent results from employees at times of uncertainty or when employees lack the necessary skills and knowledge to make better decisions.

Answering the first research question, it is concluded based on Hilton employees' reviews on the Glassdoor website that the transformational leadership style is predominant in the Hilton hotel group and is practised in Hilton workplaces. It is concluded based on the Glassdoor data that the transformational leadership style adopted by Hilton's managers puts strategic focus on promoting higher employee autonomy and employee empowerment and considers employee suggestions and ideas while making leadership decisions. The original employee reviews on Glassdoor data further helped to conclude that the transformational leadership characteristics such as intellectual stimulation, individualised consideration, as well as inspirational motivation were practised and reflected in the professional workplace which, in turn, based on the leadership model is concluded to promote higher employee work motivation in Hilton workplaces. The predominant transformational leadership style not only promotes a team-working and friendlier work environment but provides increased learning and career development opportunities to

employees and enables employees to be creative and strategic thinkers in fulfilling the assigned job roles and responsibilities.

Similarly, in relation to the second study objective, to determine how employee satisfaction/motivation levels are impacted by transformational and authoritative leadership styles, it is concluded that the authoritative leadership style promotes lower autonomy and empowerment among employees negatively impact employee job satisfaction. It is further concluded that the authoritative leadership style's reliance on self-decision reduces the opportunities for employees to practice control over the workplace situation. Based on the leadership model and thematic analysis, the second research question is answered related to the leadership style practised in Hilton Hotels potentially affects employee motivation. In this respect, the study concluded that Hilton's transformational leaders acted as mentors and coaches to the employees which, turn, helped to enhance employee motivation in Hilton workplaces. Based on the original secondary data gathered from the Glassdoor website, it is concluded that the extensive learning opportunities, supportive and friendly work culture, providing constant appreciation and reward to the employees for better customer services and fulfilment of assigned job roles helped Hilton's leaders to motivate and enhance job satisfaction of employees while working in Hilton group workplaces.

In relation to the third study objective, to analyse how leadership style/styles practised in the Hilton Hotel group impact employee satisfaction/motivational levels as shown by employee reviews of Hilton Hotels on the Glassdoor website, it is concluded that in the Hilton International Hotel chain, employees are required to showcase better customer services. However, the presence of an authoritative leadership style results in reducing the number of team members' (employees) inputs for better customer services as employees are restricted to taking part in the decision-making process. On the other hand, it is concluded on the basis of Hilton employees' reviews on the Glassdoor website and the consequent discussions that the presence of a transformational leadership style in Hilton workplaces helped leaders to put a strategic focus on teamwork development, promoting higher employee autonomy, and incorporating employees' suggestions and ideas which, in turn, helped to shape a positive employee work experience, employee motivation, as well as improvements in customer service levels.

It is concluded that the transformational leadership style was more evidently practised in the Hilton International Hotel chain. It is inferred based on the study findings that higher employee job satisfaction/motivation was linked with the transformational leadership style. A positive impact on better relationship building between transformational leaders and employees was identified as Hilton's leaders promoted employee learning opportunities, supportive management practices, supported employee empowerment, and practised higher employee autonomy, teamwork, and a friendlier work culture. The study concluded that the transformational leadership practised in the Hilton International Hotel chain favoured the promotion of learning and skill development in the workplace environment which, in turn, helped employees to achieve career development in Hilton workplaces and enhance employee motivation.

5.2 Recommendations

- Firstly, the study findings revealed that although the transformational leadership promoted learning opportunities in Hilton workplaces, employees seek frequent training and learning opportunities to gain necessary skills and capabilities for career advancement and effective fulfilment of the assigned job roles and responsibilities. In this respect, Neupane (2015) noted that timely training and development programmes in workplaces help employees to gain knowledge, develop creative problem-solving skills, improve transparency in work expectations and enhances employee job satisfaction.
- Secondly, it is recommended that the transformational leadership should be continued to be practised in the Hilton International Hotel chain as it helps to promote employee empowerment and employee autonomy with teamwork and a friendlier work culture further helping to enhance employee job satisfaction in hospitality workplaces. In addition, it is also recommended that the transformational leaders of the Hilton International Hotel chain incorporate frequent employee review surveys on employee job satisfaction as this will assist leaders to develop necessary insights and understanding related to the effectiveness of their leadership and strategies on improving employee job satisfaction and motivation (Mokaya et al., 2013).

5.3 Research Contribution and Managerial Implications

The present study outcomes provided in-depth insight, better understanding and knowledge to the managers related to the impact of transformational, as well as authoritative leadership styles on the satisfaction levels of employees in the context of the Hilton International Hotel Chain. The study outcomes have a generalised application and guide leaders of hospitality businesses to adopt and implement transformational leadership practices as they facilitate higher employee job satisfaction/motivation with extensive learning opportunities, employee empowerment, and career development growth opportunities. In relation to this study contribution, the study provided practical insights into the different leadership practices in the specific context of hospitality services in Hilton Hotels. In this manner, the study added literary knowledge and provided practical insight into the effective and ineffective relationships between leadership in the workplace environment and employee motivation. In addition, the study outcomes provided foundational literary insight to future scholars to further investigate the impact of different training and development methods on employee motivation in the hospitality industry.

5.4 Study Limitations and Future Research Considerations

The present study suffered from limitations due to the selection of the methodological elements. It selected a qualitative methodology and collected the study data from secondary sources and therefore, the study lacked the ability to validate the study findings through statistical or mathematical reasoning. In addition, the selection of the interview data collection method could have resulted in a more detailed collection of relevant study data. However, the study overcomes these limitations by collecting only relevant and reliable secondary data from the employees' reviews about Hilton Hotels on the Glassdoor website, as well as Hilton Hotels company website. The study outcomes provided knowledge to the future researchers in relation to the study topic. Future researchers could explore topics such as “*Analysing the impact of the development of an ethical work culture on employee work motivation in the specific contexts of the automotive or hospitality industry*”.

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Appendix:

Glassdoor Reviews

Anonymous Employee Reviews about Hilton Hotels

Review

Recommends

Positive Outlook

Approves of CEO

I have been working at Hilton full-time for more than a year

Pros

- Learning opportunities
- Career growth
- Management
- Friendly work culture

Cons

- Poor Salary
- Employment benefits not great
- Hard to manage work-life balance

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Helpful

Review

Recommends

Neutral Outlook

Approves of CEO

I worked at Hilton full-time

Pros

- Work Ethics, Mission, Vision, Values, Individual development

Cons

- Team member Engagement and activities

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l

Helpful

67

Review:

☒ Recommends

☒ Positive Outlook

☒ Approves of CEO

I worked at Hilton full-time for less than a year

Pros

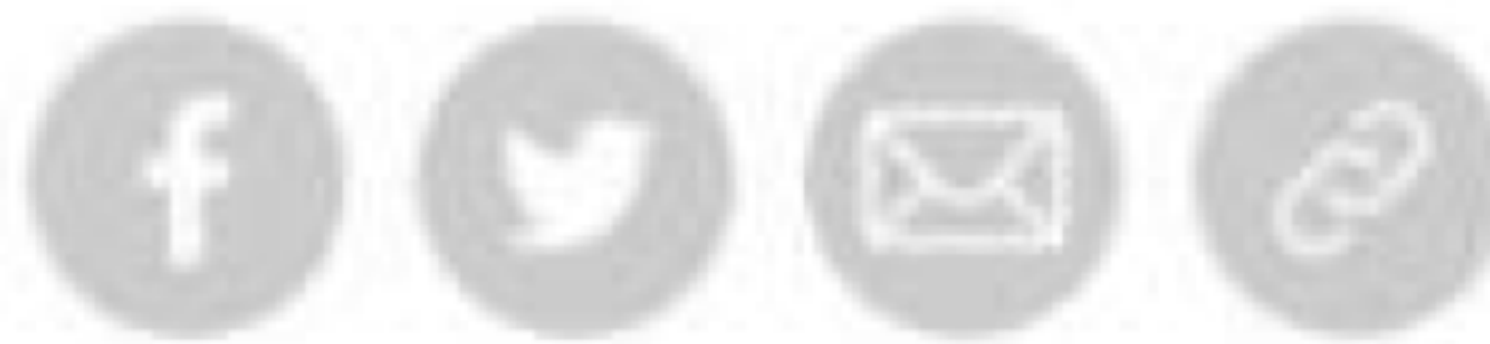
Great work ethic

Staff engagement

Best coach from the industry

Cons

12 hours of work minimum



Helpful



Review:

☒ Recommends

☒ Positive Outlook

I have been working at Hilton full-time for more than a year

Pros

Management is super friendly and is always ready to guide you through.

Cons

lack of transparency in decisions taken.

Advice to Management

I would recommend management to focus more on employee trainings.



Helpful



Review:

☒ Recommends ☒ Positive Outlook ☒ Approves of CEO

I have been working at Hilton full-time for more than 3 years

Pros

Hilton Actually operates number different brands.so I interest to work on Hilton

Cons

Hilton Encourage team members to thrive right work life balance

Advice to Management

Have your Executive Committee become more involved with the employees and the reality of the hotel business. They have been in their own private club for a long time, maybe new faces will bring new ideas, making it better than it already is. Knowing your people is always the best way to improve.

Answered



Helpful



Review:

☐ Doesn't Recommend ☐ Negative Outlook ☒ Approves of CEO

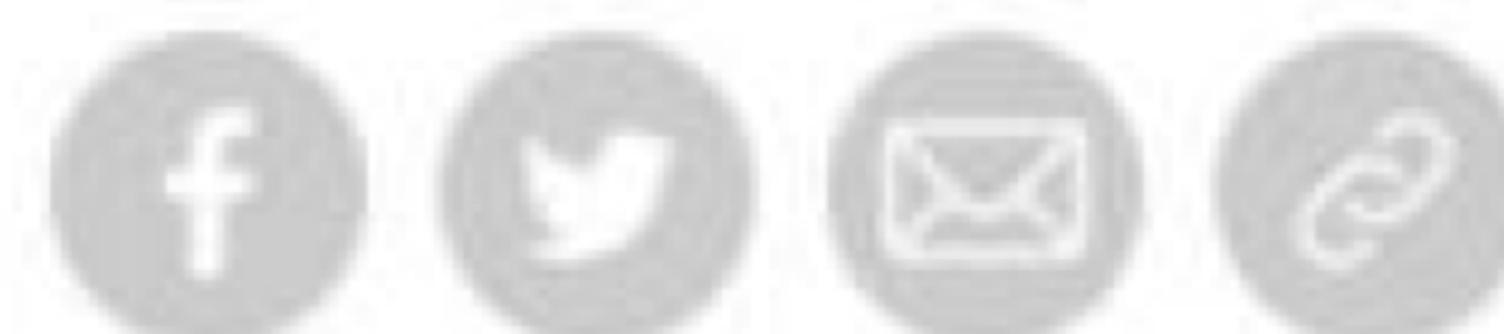
I have been working at Hilton full-time for more than 3 years

Pros

Learning Development, Brand Exposure, Team Effort, Innovative, Global Perspective

Cons

Mobility, Remuneration, Development, Work Life Balance, Boss Management



Helpful



Review:

☒ Recommends

☒ Positive Outlook

☒ Approves of CEO

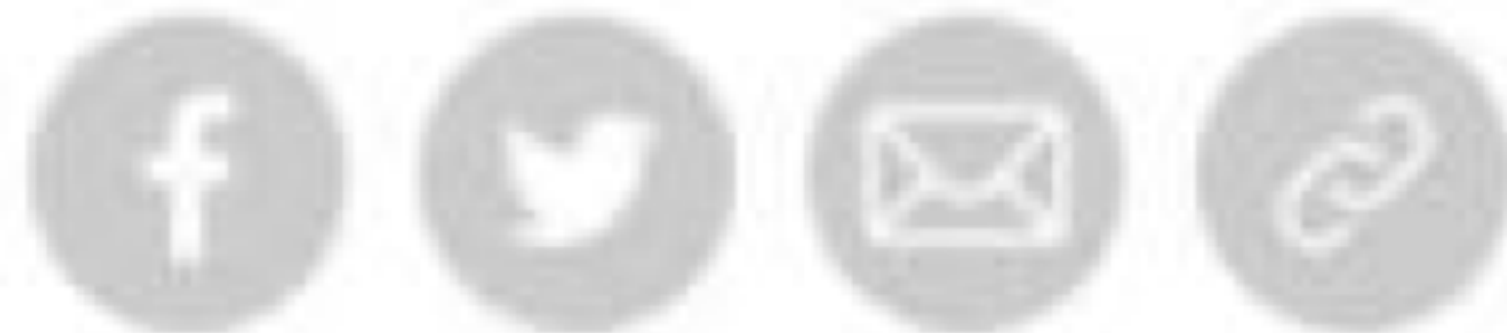
I worked at Hilton full-time

Pros

Fantastic CEO and work culture that motivates you to be the best you can be. The company cares for its team members and is focused on ongoing training, development and providing work-life balance.

Cons

Needs to empower junior team members more.



Helpful



Review:

☒ Recommends

☒ Positive Outlook

☒ Approves of CEO

I worked at Hilton full-time for less than a year

Pros

- Good work Culture
- Wonderful property
- Extensive learning opportunities

Cons

- Work life balance could have been improved slightly



Helpful



Review:

 Recommends

 Positive Outlook

 Approves of CEO

I worked at Hilton full-time for more than 8 years

Pros

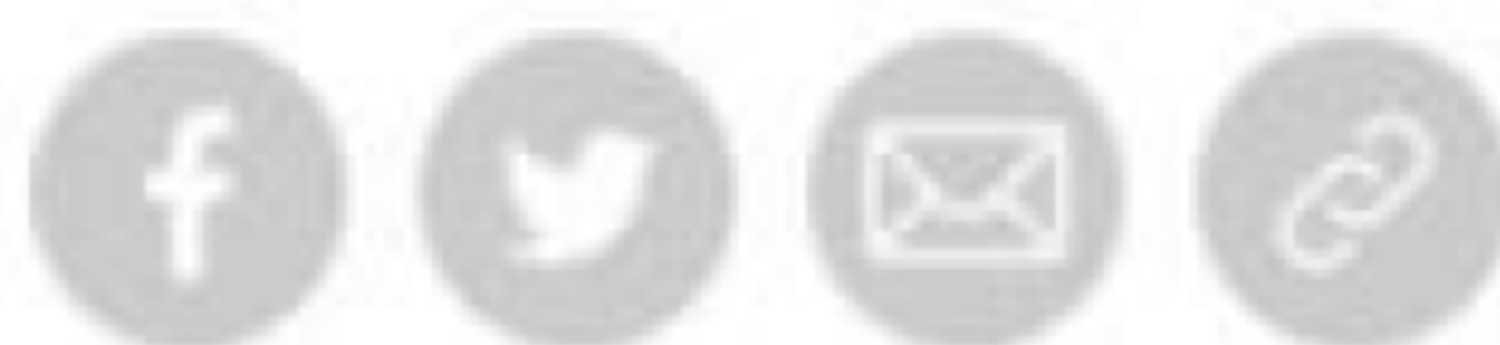
in Hilton i started my journey and its priceless experience i learn lot from hilton hotel
now im standing as f& b supervisor

Cons

all k nothing negativity thanks

Advice to Management




nothing to advice they are leaders we follow their decision



Helpful



Review:

 Doesn't Recommend  Neutral Outlook  Disapproves of CEO

I have been working at Hilton full-time for less than a year

Pros

Brand name Hilton.

Part of a Global company.

Cons

Hilton has not been successful in India, owing to the teams who run it, right from country heads.

Novice Management, scared to take decisions.

Support from top management is weak.

Poor maintenance of working equipments.

Low inventory numbers.

Advice to Management

Work on your high attrition rates.

Department heads stop faking and get into the grooves of operations.

Start listening, its important operations head does it.

End of the month, look at long working hours of each individual.

Ensure everyone gets their assigned of days, these are not only made for management.

Look at EoM. HR should pay genuine and close attention.



Helpful



Review:

☒ Recommends ☐ Neutral Outlook ☐ No Opinion of CEO

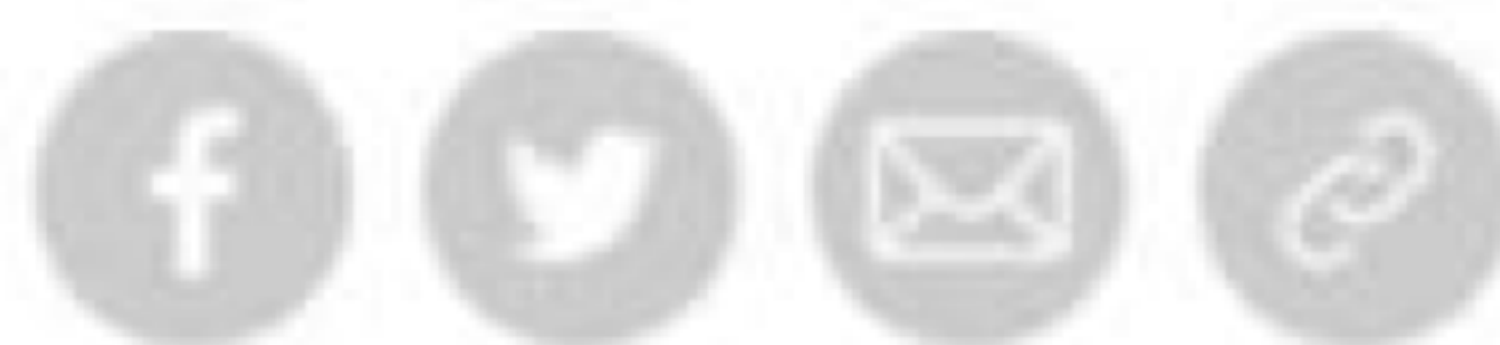
I have been working at Hilton full-time for more than 3 years

Pros

In my experience Hilton is a company with a real family culture. There is a great vetting process in which they ensure all staff hired are fit personality-wise to match up to this culture. Expectations are high but everyone treats you very well and you are rewarded with great benefits such as staff meals, a very good deal on staff rates when staying at any Hilton around the world, team outings, department recognition months and so on. Love the company.

Cons

Only downside would be at times can be difficult to access staff rates when a team member wants to stay in-house. Depending on HR associate, can be hard to find a time to be able to use this rate.



Helpful



Review:

☒ Recommends ☒ Positive Outlook ☒ Approves of CEO

I have been working at Hilton full-time

Pros

Incredibly supportive and driven work environment.

Cons

Like most jobs/careers, one may be overloaded with too many tasks at one time. Although, when once you speak up, changes can be made.

Advice to Management

The management sees potential in their colleague and encourages them to further themselves with provided education and onsite work experience.




Helpful



Review:

 Recommends

 Neutral Outlook

 Approves of CEO

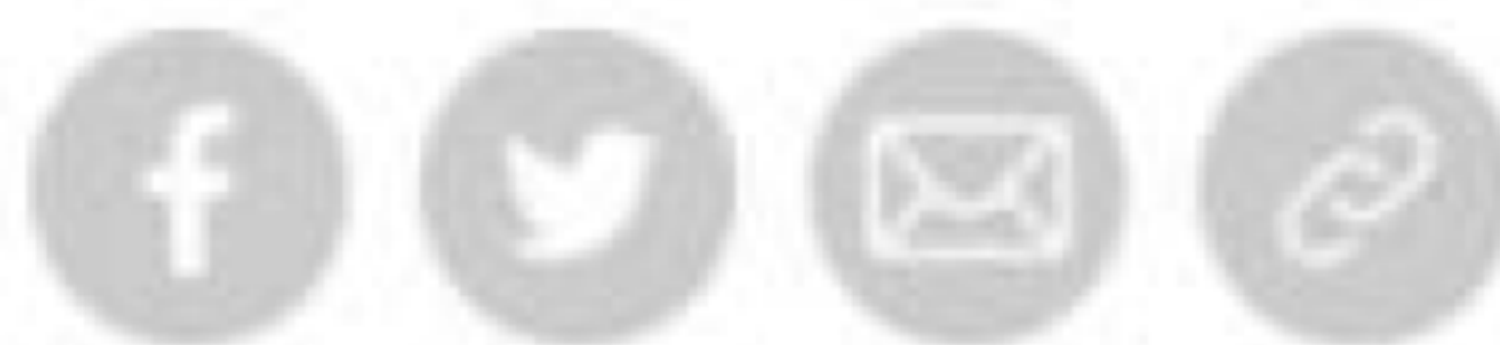
I have been working at Hilton full-time for more than 8 years

Pros

Good company to work for, with good leadership training. They are currently working on their culture and are quite innovative.

Cons

Experience can vary hotel to hotel depending on management and also from region to region. Salaries are not always competitive.



Helpful



Review:

I have been working at Hilton

Pros

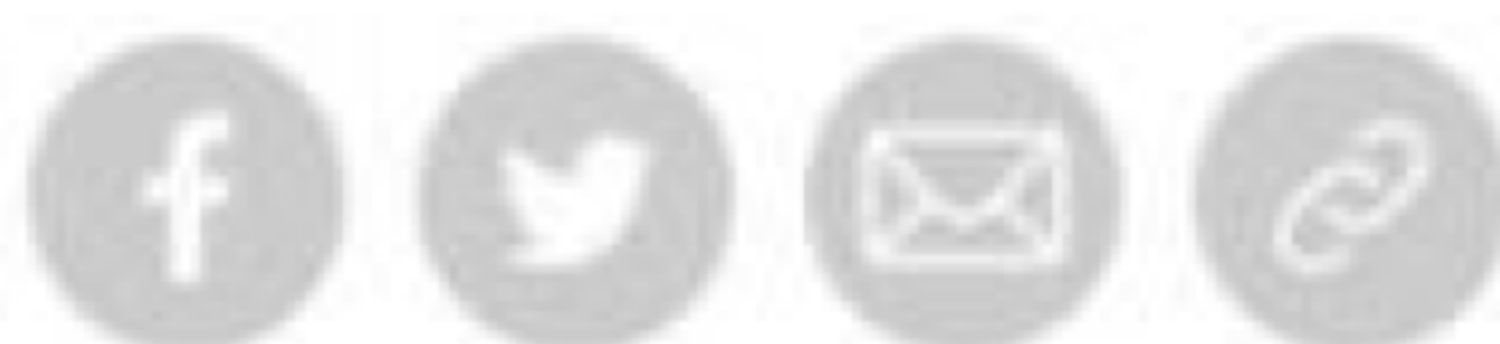
Nice people, very good director. Good benefit from the hotel such as discounts when travelling only if you plan on travelling. Good experience

Cons

High staff turnover, no motivation within the workforce, make new friends and they leave. Hard to advance but everything takes time

Advice to Management

Hard to advance, low pay and recognition will increase staff turnover



Helpful



Review:

☒ Recommends ☒ Positive Outlook ☒ Approves of CEO

I worked at Hilton full-time for less than a year

Pros

Helpful and understanding co-workers.

Supervisors and team leads work with you and answer your questions.

A work environment where you can actually grow and learn continuously and apply everything you learn.

Free coffee!

Open concept layout for the offices space and lots of walls to write out your ideas.

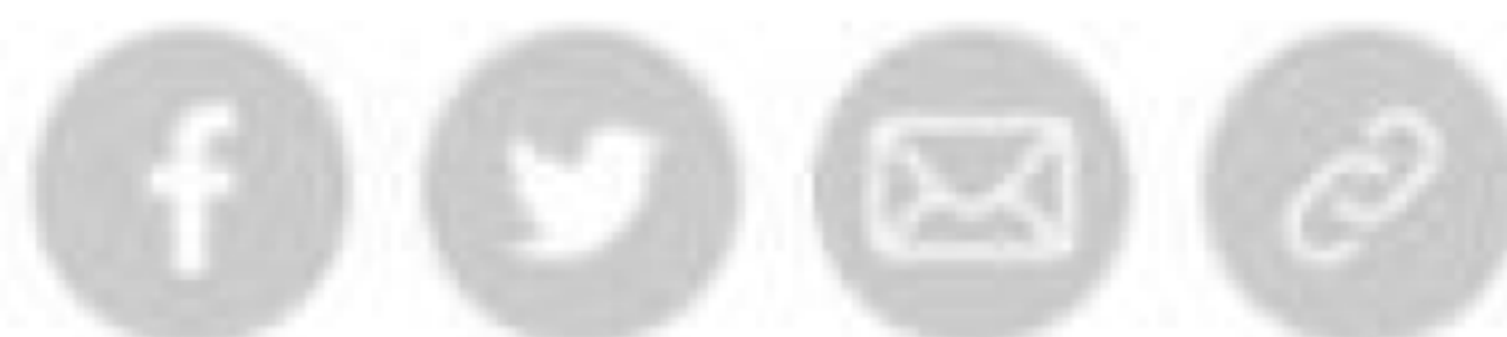
Can work from home on Fridays if it fits your team schedule.

Cons

None that I came across

Advice to Management

Arrange a once a month meeting for all pods to interact and present progress or issues so that cross-pod work can be handled timely and everyone is on the same page.



Helpful



Review:

☒ Recommends ☒ Positive Outlook ☒ Approves of CEO

I worked at Hilton full-time

Pros

Great flexibility loved working from home great supervisors and training

Cons

Not paid enough and laid off because of covid

Advice to Management

None



Helpful

