

THE STRATEGIC LEADERSHIP MANAGEMENT OF THE LUXURY
HOSPITALITY INDUSTRY: AN EXAMINATION OF ORGANISATIONAL
EFFECTIVENESS BY UTILISING INTEGRATED LEADERSHIP PRINCIPLES

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ABSTRACT

THE STRATEGIC LEADERSHIP MANAGEMENT OF THE LUXURY HOSPITALITY INDUSTRY: AN EXAMINATION OF ORGANISATIONAL EFFECTIVENESS BY UTILISING INTEGRATED LEADERSHIP PRINCIPLES

PATTISAN KEMRICHARD, 2023

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According to the context of unprecedented global changes and challenges, particularly those spurred by the COVID-19 pandemic, all industries worldwide must reconfigure their strategic management principles to regain their competitive edge. This research focuses on the Luxury Hospitality Business (LHB) sector in Thailand, which is notably affected by global health crises and economic shifts. This quantitative examination of the study aims to investigate the current strategic leadership management practices employed by LHB in Thailand, identify potential gaps, and propose suggestions for improved strategies to regain their lead in the evolving hospitality landscape.

The research justifies its examination of LHB's leadership principles within three leadership disciplines: Transformational Leadership (TL), Sustainability Leadership (SL), and Resilient Leadership (RL). The investigation seeks to identify aspects of Job Satisfaction (JS) and Employee Engagement (EE) within the Thailand-based LHB sector. The study recommends the implementation of an Integrated Strategic Leadership Management System (ISLMS) that encompasses various leadership roles within the organisation. The goal of the ISLMS is to cultivate an environment that fosters innovation and creativity, expedites the adoption of new initiatives and technologies, and prepares the organisation for present and future challenges. The ISLMS model encourages multidisciplinary perspectives of multi-level executives, fostering long-term growth within the LHB sector in Thailand. Primary data will be derived from corporate commercial reports focusing on hospitality leadership principles from established hospitality brands and prior quantitative research articles and journals, namely Google Scholar, ResearchGate, Elsevier, and various Institutional Research Portals. Secondary data will be collected via surveys with multidisciplinary and multi-level executive positions in the Luxury Hospitality Business in Thailand and will be tested quantitatively.

Keywords: Luxury Hospitality Business (LHB), Strategic Leadership Management (SLM), Transformational Leadership (TL), Sustainability Leadership (SL), Resilient Leadership (RL), Job Satisfaction (JS), Employee Engagement (EE), Guest Happiness (GH), Organisational Performance (OP), Organisational Effectiveness (OE)

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LIST OF ABBREVIATIONS

TL: TRANSFORMATIONAL LEADERSHIP

SL: SUSTAINABILITY LEADERSHIP

RL: RESILIENT LEADERSHIP

IP: IMPACT LEADERSHIP

AL: AUTHENTIC LEADERSHIP

SP: STRATEGIC PLANNING

JS: JOB SATISFACTION

GH: GUEST HAPPINESS

EE: EMPLOYEE ENGAGEMENT

DV: DEPENDENT VARIABLES (Y)

IV: INDEPENDENT VARIABLES (X)

SM: STRATEGIC MANAGEMENT

OE: ORGANISATIONAL EFFECTIVENESS

OD: ORGANISATIONAL DEVELOPMENT

OP: ORGANISATIONAL PERFORMANCE

LHB: LUXURY HOSPITALITY BUSINESS

HRD: HUMAN RESOURCE DEVELOPMENT

CSR: CORPORATE SOCIAL RESPONSIBILITY

SDG: SUSTAINABLE DEVELOPMENT GOALS

SLM: STRATEGIC LEADERSHIP MANAGEMENT

ESG: ENVIRONMENTAL, SOCIAL, GOVERNANCE

ISLMS: INTEGRATED STRATEGIC LEADERSHIP MANAGEMENT SYSTEM

CHAPTER I: INTRODUCTION

1.1 INTRODUCTION

The Luxury Hospitality Business (LHB) is marked by diverse workforces striving for excellence in the conception, development, and provision of products and services that signify brand identity and competitive market positioning (Yang, W., & Mattila, A. S., 2016). However, despite the allure of luxury hospitality, companies face various challenges in promoting transparency and catering to the needs of multicultural consumers and employees (Giannoukou, I., & Papadopoulos, D., 2017). This research proposes the amalgamation of strategic management and leadership principles within the luxury hotel sector, emphasising the importance of guiding organisational performance with an eye on long-term stewardship.

The objective of this research is to advance Strategic Leadership Management (SLM) by melding three key leadership principles: Transformational Leadership (TL), Sustainability Leadership (SL), and Resilient Leadership (RL). The resultant Integrated Strategic Leadership Management System (ISLMS) aims to enhance customer appreciation of SLM's value, attract a varied clientele, cultivate employee trust and loyalty, establish clear business goals for heightened efficiency, encourage operational transparency, foster enduring customer loyalty, encapsulate responsible hospitality practices on a global scale, and augment employee job satisfaction and engagement.

This research investigates the influence of TL, SL, and RL theoretical concepts and frameworks on organisational performance, employee engagement, and commitment within the luxury hotel industry, particularly in Thailand. Ultimately, the research strives to provide insights into how integrated leadership principles can propel strategic objectives, enhance employee performance, and contribute to the long-term success of luxury hospitality firms.

1.2 RESEARCH PROBLEM

According to the Thailand Tourism Forum 2023 (C9 Hotelworks Ltd., 2023), Bangkok's hospitality sector faces an ongoing challenge - the critical need for transformative hospitality industry leadership. Amongst the Forum participants were ten prominent hospitality leaders based in Bangkok who underscored the necessity to modernise hotel technology and fuse traditional Thai designs in response to the surging tourism demand. The confluence of cultural heritage and innovation was identified as a potential stimulant for tourism and hospitality businesses. Yet, the government's sluggish adoption of contemporary hotel technology has impeded these goals, obstructing economic growth and providing high-standard services anticipated by international visitors (C9 Hotelworks Ltd., 2023). This predicament mandates intervention and investment by the Thai government in the hotel industry to meet current technological needs. A multidimensional leadership strategy should champion cultural innovation and technological modernisation within the hospitality industry.

Specifically, the integration of traditional Thai designs into hotels and the establishment of industry standards or management programmes necessitates innovative tactics (C9 Hotelworks Ltd., 2023).

In an environment marked by continuous change and emerging trends, both private enterprises and public institutions are urged to reassess their leadership strategies in the hospitality sector. By leveraging existing resources such as tourism forums and staff training programmes on efficient customer service methods, Thailand's tourism industry can progress whilst preserving its distinct culture and design elements (C9 Hotelworks Ltd., 2023). The hospitality industry in Thailand has the potential to catapult the country into the world's top ten MICE (meetings, incentives, conferences, and exhibitions) destinations. In a study by Rittichainuwat et al. (2020), semi-structured interviews, participant observations, and a longitudinal study of destination image and customer satisfaction levels were conducted to glean a comprehensive understanding of leadership challenges in Thai MICE hotels. However, in the context of Bangkok's hospitality industry, the Thai Constitution and global research underscore the need for further investigation to establish effective leadership development models suitable for local and global contexts (The International Crisis Group, 2022). In 2019, Deloitte Global surveyed the hospitality industry's challenges in nurturing a young and diverse leadership. Despite this, further research is needed to understand how effective leadership can be cultivated in this domain (Deloitte, 2019).

The outcomes of such research could assist in identifying areas of need and implementing improvements, enabling Thailand to adopt advanced quality management practices in the hospitality industry. Although Thailand continues to rely on Malaysia for political resolutions (Ackaradejruangsri et al., 2022), it is critical to address the political issues impacting Thailand's tourism industry and overall brand image (TTG Asia, 2014; Stephens). This is particularly pertinent considering recent events such as the reduction in continuous flights due to political unrest, leading to a decline in the tourism industry and impacting the country's stability (TTG Asia, 2014; Stephens, 2014).



Figure 1: The Bangkok-Based Hospitality Brands

For the industry to stay globally competitive, it must innovate and deliver unparalleled tourism experiences. Utilising social media channels and public relations campaigns to reach prospective clients and promote its exceptional hospitality services is essential. A concerted effort to highlight Thailand's cultural heritage, natural beauty, cuisine, and people can elevate its appeal to international tourists (Stephens, 2014). A recent protest against the leadership in Hong Kong by a group of Thai delegates underscores that leadership issues continue to beleaguer the Thai hospitality industry (Rittichainuwat et al., 2020). The current political instability in Thailand, along with the government's violent response to protests, has triggered calls for improved leadership (The International Crisis Group, 2022). The crux of this dissertation revolves around three essential leadership practices for luxury hospitality brands in Thailand concerning transformational leadership, sustainability leadership, and resilient leadership.

These practices can significantly impact organisational performance, employee engagement, and customer satisfaction. This review aims to augment our understanding of the role of leadership in the luxury hospitality industry and how it can foster sustainable, resilient, and prosperous organisations by scrutinising the existing literature on integrated leadership research (Chareanpunsirikul, 1997; Wangchan & Worapishet, 2019).

Despite an increasing interest in integrated leadership research, its application in Thailand's luxury hospitality sector is limited. To address the unique challenges faced by luxury hospitality brands in Thailand, an immediate requirement for a more comprehensive and integrated leadership approach exists (Shaikh, 2018). This dissertation endeavours to fill these research gaps and offers valuable insights for luxury hospitality brands in Thailand and other organisations confronting similar challenges in today's business environment.

Problem Statement 1: Lack of cutting-edge hotel technology and limited use of traditional Thai design in Bangkok's hospitality industry, resulting in reduced visitor numbers and hindered business growth.

Problem Statement 2: Inefficient government adoption of emerging hotel technologies compared to other nations, leading to suboptimal economic growth and an inability to provide effective services.

Problem Statement 3: Absence of innovation in incorporating traditional Thai design and lack of robust management systems or industry standards, reducing business potential and hindering operational effectiveness.

Problem Statement 4: Ineffective Thai hospitality leadership strategies in meeting market challenges, requiring immediate reevaluation for increased competitiveness and adaptation to emerging trends.

Problem Statement 5: Obstacles of political unrest and a deteriorating national brand image for luxury hotel businesses in Bangkok, necessitating strong leadership solutions to restore stability and attract international travelers.

1.3 PURPOSE OF RESEARCH

The purpose of this dissertation is to contribute to the luxury hospitality business in Thailand, in which the leadership advancement is often hampered by a host of managerial obstacles, including limited resources, time constraints, and conflicting agendas (Ko et al., 2017). These issues are further complicated by deeply entrenched organisational cultures and resistance to change (Cater & Berry, 2018). Consequently, these barriers impede the successful deployment of leadership development initiatives, underscoring the need for a comprehensive understanding of mitigation strategies. Various internal and external factors influence the cultivation of transformational, resilient, and sustainable leadership within luxury hospitality firms. Hassanien et al. (2019) discovered that organisational features such as structure, culture, and support mechanisms interact with external elements like industry trends, customer expectations, and regulatory frameworks to shape leadership development tactics.

These factors significantly mould the structure of leadership strategies, necessitating thoughtful deliberation to cultivate robust leadership skills. Advancing multidimensional leadership approaches can bolster personnel development abilities and spur long-term business prosperity. These methods entail embracing various leadership styles, including transformational, sustainability, and resilience leadership. According to Avolio and Yammarino (2013), transformational leadership kindles inspiration and motivation among employees, nurturing a culture of innovation and creativity. As stated by Font et al. (2019), sustainability leadership stresses balancing environmental, social, and economic facets to secure enduring success.

Lastly, Lennick-Hall and Beck (2019) posit that resilience leadership equips organisations with the aptitude to adjust and flourish amid adversity, ensuring continuous prosperity. Implementing an integrated approach to leadership development that embodies these diverse leadership dimensions can result in a model for comprehensive leadership growth. Empirical evidence in the luxury hospitality sector consistently shows a potent correlation between the quality of leadership and organisational effectiveness. Studies have shown that transformational leadership enhances employee performance, job satisfaction, and customer loyalty (Xiong et al., 2016). Conversely, sustainable leadership has been linked to improved financial performance, healthier stakeholder relationships, and a more favourable reputation (Gossling et al., 2019). Per Gupta et al. (2018), resilient leadership allows organisations to surmount hurdles, reduce employee turnover, and maintain operational continuity.

In the luxury hotel industry, leadership development initiatives require a thorough understanding of the reciprocal relationship between leadership quality and organisational success (Eisenbeiss et al., 2019). Effective leadership programmes should encompass various learning strategies such as mentorship, coaching, and experiential learning. Success also depends on fostering a culture that values leadership development and providing opportunities for ongoing learning and growth (Antonakis et al., 2017). These best practices can nurture transformational, resilient, and sustainable leadership within the hotel industry. As a result, the following are formulated as the doctoral dissertation's research objectives:

Research Objective 1: To examine the management constraints and challenges in developing transformational, sustainability, and resilience leadership in the hospitality industry.

Research Objective 2: To investigate the internal and external factors that influence and interfere with developing transformational, sustainability, and resilience leadership capacities in luxury hospitality businesses in Thailand.

Research Objective 3: To recommend the implementation of multidimensional leadership practises that enhance and foster sustainable capabilities in the hospitality industry.

Research Objective 4: To assess the direction between transformational, sustainability, and resilience leadership and organisational effectiveness in the context of the luxury hospitality sector in Thailand.

Research Objective 5: To identify influential practices and strategies for developing and promoting transformational, sustainable, and resilient leadership in the hospitality industry, focusing on enhancing organisational effectiveness and sustainable growth.

1.4 SIGNIFICANCE OF THE STUDY

Gaining an intricate understanding of the interplay between internal and external elements influencing leadership development can offer crucial insights for luxury hospitality firms. It can aid these organisations in devising leadership development tactics that resonate with their organisational culture, structure, and support mechanisms while adjusting to industry trends, consumer expectations, and regulatory landscapes (Hassanien et al., 2019). This understanding will significantly contribute to the existing literature on leadership development within the hospitality sector and can steer future studies in this area. By examining the effectiveness of multidimensional leadership strategies (Avolio and Yammarino, 2013; Font et al., 2019; Lennick-Hall and Beck, 2019), this study will add valuable insights to the theoretical discourse on leadership. This research will present empirical evidence on the advantages and potential shortcomings of incorporating transformational, sustainable, and resilient leadership

styles in the hospitality industry, thus providing practical implications for both scholars and industry professionals.

By empirically exploring the correlation between leadership quality and organisational efficiency, this research will elucidate how transformational leadership affects employee performance, job satisfaction, and customer loyalty; the impact of sustainable leadership on stakeholder relationships and reputation; and the role of resilient leadership in enabling organisations to overcome hurdles, reduce employee turnover, and sustain operational continuity (Xiong et al., 2016; Gossling et al., 2019; Gupta et al., 2018). This information can help shape leadership development strategies and organisational policies in the luxury hospitality industry, leading to more effective management practices.

This study will further enrich the literature on leadership development by assessing the effect of different learning strategies and cultivating a culture that appreciates leadership development (Eisenbeiss et al., 2019; Antonakis et al., 2017). The findings will give industry professionals a deeper understanding of effective strategies for fostering leadership talents and maintaining a competitive edge in a rapidly evolving industry.

This research is significant as it contributes to a deeper comprehension of the central role that leadership plays in the luxury hotel industry and its profound impact on

organisational success. Culturing a diverse clientele is a core aspect of the luxury hospitality industry, and this study underscores the significance of effective leadership in this context. By integrating transformational, sustainability, and resilience leadership principles through the Integrated Strategic Leadership Management System (ISLMS), hospitality organisations can skilfully manoeuvre through the industry's complexities and meet the evolving expectations of customers and employees. Using strategic leadership concepts, luxury hospitality companies can forge a brand identity that resonates with multicultural audiences, fostering greater customer loyalty and satisfaction.

By combining Transformational Leadership (TL), Sustainability Leadership (SL), and Resilient Leadership (RL), organisations can instil an ethos of ethical hospitality practices, thereby earning the respect of today's globally conscious society. Furthermore, this study emphasises the importance of leadership in nurturing employee trust and dedication. The ISLMS model promotes employee engagement by articulating clear corporate objectives, fostering a supportive work environment through individualised attention, and stimulating intellectual growth. These leadership strategies enhance employee job satisfaction and loyalty, increasing performance and productivity.

Equally significant is the focus on operational transparency in the research. By employing the ISLMS, luxury hospitality firms can enhance the clarity of their operations, thereby showcasing ethical practices, corporate social responsibility, and environmental stewardship. This operational transparency augments the organisation's reputation and credibility, thereby appealing to customers who value ethical and

eco-friendly business practices. Moreover, by aligning leadership practices with strategic goals via the ISLMS, organisations can ensure adaptability and agility in the face of shifting market demands, thereby facilitating long-term governance. In summary, the findings of this study offer luxury hospitality companies actionable recommendations for organisational productivity, customer satisfaction, and employee engagement. By understanding and implementing the integrated leadership principles encapsulated in the ISLMS, hospitality companies can position themselves as industry leaders and establish a sustainable competitive advantage.

This research fundamentally bolsters our knowledge of strategic leadership management in the luxury hotel industry. By amalgamating TL, SL, and RL through the ISLMS, businesses can attract a diverse customer base, foster employee trust and commitment, promote operational transparency, cultivate long-term customer loyalty, champion ethical hospitality practices, and enhance employee job satisfaction and engagement. These insights provide luxury hospitality companies with the tools to achieve organisational efficiency and long-term success in a fiercely competitive industry environment.

1.5 RESEARCH PURPOSE AND QUESTIONS

This thesis endeavours to address several research queries related to the application and impact of Transformational Leadership (TL), Sustainability Leadership (SL), and Resilience Leadership (RL) within the hotel sector of Bangkok, Thailand. To initiate, the study plans to probe the impact of TL practices on organisational

performance, employee engagement, and customer satisfaction. It will explore how TL influences staff motivation, innovation, and job satisfaction, culminating in enhanced guest experiences and corporate success. Secondly, the research will scrutinise the role of SL within Bangkok's luxury hotel establishments. It will explore how SL practices contribute to environmental sustainability, economic resilience, and organisational achievement. The research will assess the impact of sustainable practices, such as energy saving, waste reduction, and community involvement, on brand reputation, operational efficacy, and overall organisational productivity.

Moreover, the research aspires to understand the importance of RL amidst challenges such as political instability and deteriorated brand image. It will explore how RL boosts organisational resilience and effectiveness and attracts guests even during turbulent times. The research will examine the resilience tactics employed by hospitality leaders to manage crises, maintain guest trust, and ensure hospitality leaders' employment, the research aims to integrate TL, SL, and RL to offer a comprehensive leadership strategy that enhances organisational performance, employee satisfaction, and guest experience in the Thai hospitality sector. It will investigate the interrelationships and synergies among various leadership styles and their collective impact on organisational outcomes. Lastly, the research will identify perceived obstacles and challenges to implementing TL, SL, and RL within the Thai hotel industry. It will consider the organisational, cultural, and environmental factors that may hinder the application and efficacy of specific leadership styles. The study will offer insights into strategies and interventions to overcome these hurdles and promote effective

implementation of TL, SL, and RL within the sector. This dissertation aims to contribute to the understanding of TL, SL, and RL within the context of the Thai hotel industry by addressing these research issues. The findings will be valuable for industry practitioners, policymakers, and scholars, underscoring the significance of these leadership approaches in enhancing organisational efficacy, championing sustainability, and nurturing resilience in Bangkok, Thailand's ever-evolving hospitality sector.

Consequently, the lists of formulated research questions are designed as follows.

Research Question 1: What influence do Transformational Leadership (TL) methods have on organisational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

Research Question 2: What influence do Sustainability Leadership (SL) methods have on organisational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

Research Question 3: What influence do Resilience Leadership (RL) methods have on organisational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

CHAPTER II: REVIEW OF LITERATURE

The fluidity of the luxury hotel sector requires continual exploration, assessment, and alteration of leadership strategies. Building on existing literature in the field, this research aims to investigate the deployment and influence of Transformational Leadership (TL), Sustainability Leadership (SL), and Resilience Leadership (RL) within the luxury hotel industry in Bangkok. Existing studies on leadership practices within the hospitality industry provide a foundation for this research. The aim is to supplement this existing knowledge, focusing on elite hospitality brands and associated businesses to yield a deeper understanding of leadership practices and their implications. Crucial stakeholders in the hospitality industry, such as executives, employees, and customers, have been cited in previous literature as key sources of information. Consistent with this, the present study will involve these groups to gain a comprehensive perspective on the interplay between leadership styles and their outcomes.

Literature reviews have highlighted the importance of quantitative methodologies in such research. Following these recommendations, this study will employ surveys and questionnaires to evaluate variables such as employee engagement, customer satisfaction, and organisational performance. Existing literature on the statistical analysis of such data will be used as a guide to derive relevant conclusions and discern meaningful correlations between these variables. The primary focus will be laid on the impact of TL practices on organisational performance, staff engagement, and client satisfaction, as outlined in previous studies.

The analysis will expand on the existing body of literature, examining how TL can boost employee motivation, job satisfaction, and innovative conduct, as well as its impact on overall customer experience and organisational efficiency. In line with past research on sustainability in the hospitality industry, this study will also investigate how SL practices can contribute to environmental sustainability, economic resilience, and enhanced organisational performance. The effect of sustainable practices on a brand's reputation and operational efficacy will be examined. The importance of RL in overcoming challenges such as political instability and a diminishing brand image will also be scrutinised, expanding on existing literature on resilience in the hospitality industry. The resilience strategies hospitality leaders employ to manage crises, retain customer trust, and ensure operational continuity will be explored.

While this study is geographically focused on the hospitality sector in Bangkok, Thailand, its findings will contribute to the broader body of global literature on the hotel industry. The ultimate aim of the research is to provide luxury hospitality organisations and other industry stakeholders with practical recommendations and strategies, thereby enriching the existing literature on leadership practices, sustainability advocacy, and resilience fostering within the industry. This research focuses on leadership strategies and their impact on organisational success within the luxury hotel sector, adding to the literature in this specific niche. It is not intended to expand on literature relating to other aspects of the hospitality industry, such as food and beverage services or tourist attractions.

This study aims to contribute to the current body of knowledge on TL, SL, and RL in the hospitality industry and offers valuable insights for industry practitioners, policymakers, and academics seeking to enhance leadership practices and drive organisational success in Bangkok's hospitality sector.

2.1 THEORETICAL FRAMEWORK

The theoretical framework of this dissertation is founded on the concepts and theories of Transformational Leadership (TL), Sustainability Leadership (SL), and Resilience Leadership (RL) and their relevance to the luxury hospitality industry. This theoretical grounding guides the following literature review, enabling an in-depth understanding of these distinct leadership styles and their influence on the performance of organisations in the hospitality sector.

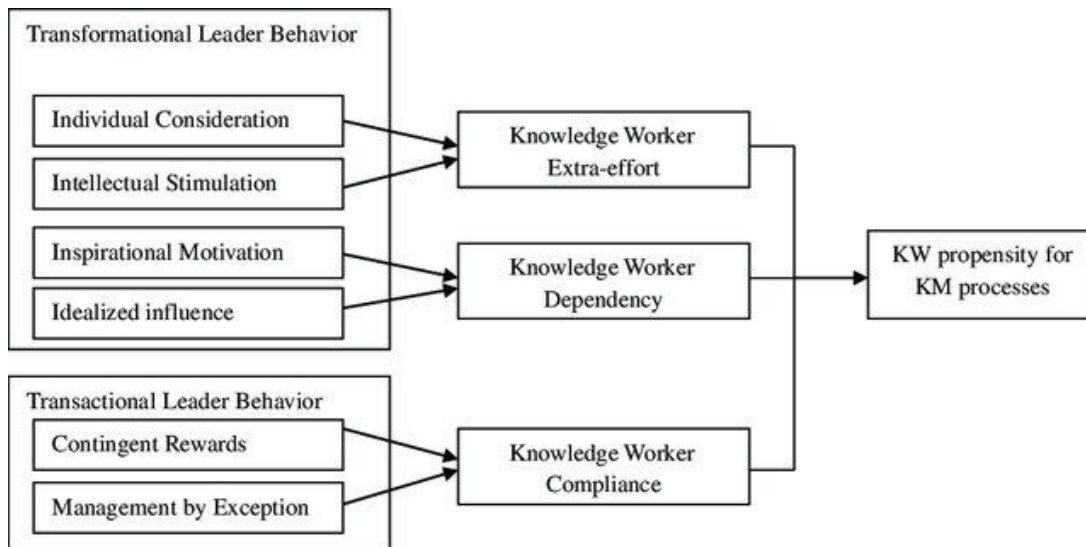


Figure 2: The Conceptual Model of Transformational and Transactional Leadership

According to the applied transformational leadership theory from Bass (1985) and Burns (1978), Transformational Leadership is defined as a leadership style that inspires and motivates followers to exceed their self-interest for the benefit of the collective. Transformational leaders act as role models, stimulating their followers to achieve a shared vision with elevated levels of trust and respect. As quantitatively proven by Mayuri Atapattu and Gayani Ranawake (2017), The Conceptual Model of Transformational and Transactional Leadership Behaviours and Their Effect on Knowledge Workers' Propensity for Knowledge Management Processes in which conducted a quantitative research study using a sample of 345 knowledge workers from various industries. They administered surveys to measure the participants' perceptions of transformational and transactional leadership behaviours, as well as their propensity for knowledge management processes. The findings of the study revealed several important insights. Firstly, transformational leadership behaviours, such as intellectual stimulation, individualised consideration, and inspirational motivation, positively influenced knowledge workers' propensity for knowledge management processes. This suggests that leaders who foster a supportive and empowering environment can enhance knowledge sharing and utilisation among their subordinates. Secondly, the study found that transactional leadership behaviours, such as contingent reward and management-by-exception, had a negative effect on knowledge workers' propensity for knowledge management processes. This implies that leadership styles focused on monitoring and controlling employees' actions utilisation their willingness to engage in knowledge sharing and utilisation.

Sustainability Leadership, following the works of scholars, namely Stubbs and Cocklin (2008), emphasises incorporating environmental and social responsibility into organisational decision-making processes. This leadership style underpins the development of long-term sustainability practices and aligns with the United Nations' Sustainable Development Goals (SDGs). The relevance of this leadership style in the context of luxury hospitality is undeniable, as premium hotels around the world are facing mounting pressure from stakeholders to adopt sustainable practices (Jones et al., 2016).



Figure 3: The 17 Sustainable Development Goals

Resilient Leadership, stemming from concepts of organisational resilience and crisis management (Lengnick-Hall et al., 2011; Sutcliffe & Vogus, 2003), underscores the leaders' ability to navigate crises and disruptions, fostering organisational resilience effectively. In an industry prone to fluctuations and emergencies, such as the luxury hospitality sector, the importance of this leadership style cannot be understated.

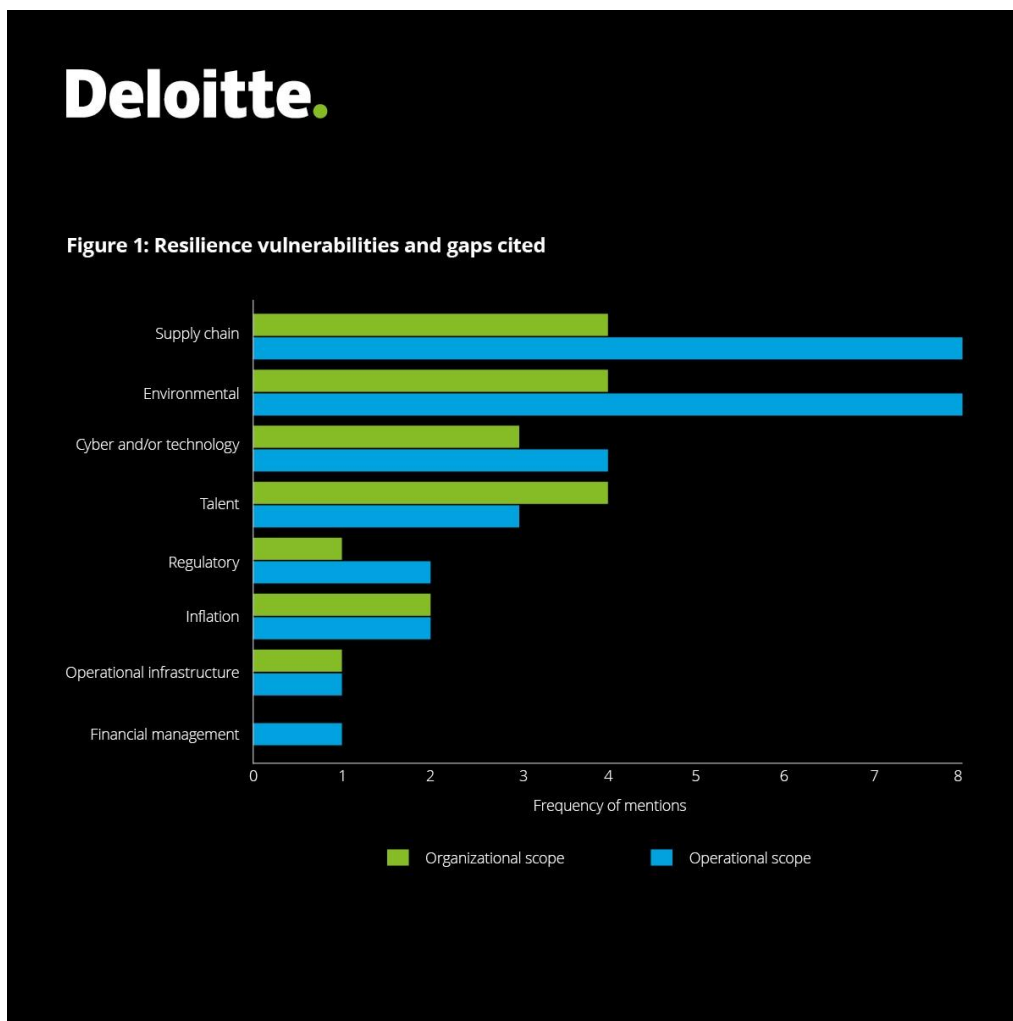


Figure 3: The Scope of Resilience

The article titled "Four Postures toward Resilience", published by Deloitte, provides insights into four different postures or approaches that organisations can adopt to enhance their resilience in the face of uncertainty and disruption. The postures are based on analysing over 1,000 organisations and their responses to disruptive events.

The article introduces the four postures as "defenders," "differentiators," "cost leaders," and "extenders." Defenders focus on maintaining stability and minimising risk, while differentiators seek to differentiate themselves through innovation and agility. Cost leaders prioritise efficiency and cost reduction, while extenders aim to leverage partnerships and ecosystem collaborations for resilience.

The article explains each posture in detail, discussing the characteristics, strategic focus, and critical considerations for organisations adopting these postures. It also provides examples of organisations that have successfully implemented each pose. One of the article's strengths is its practical approach, as it offers actionable insights and recommendations for organisations seeking to build resilience. It encourages organisations to assess their current posture, align it with their strategic objectives, and make informed decisions to enhance resilience based on their unique context.

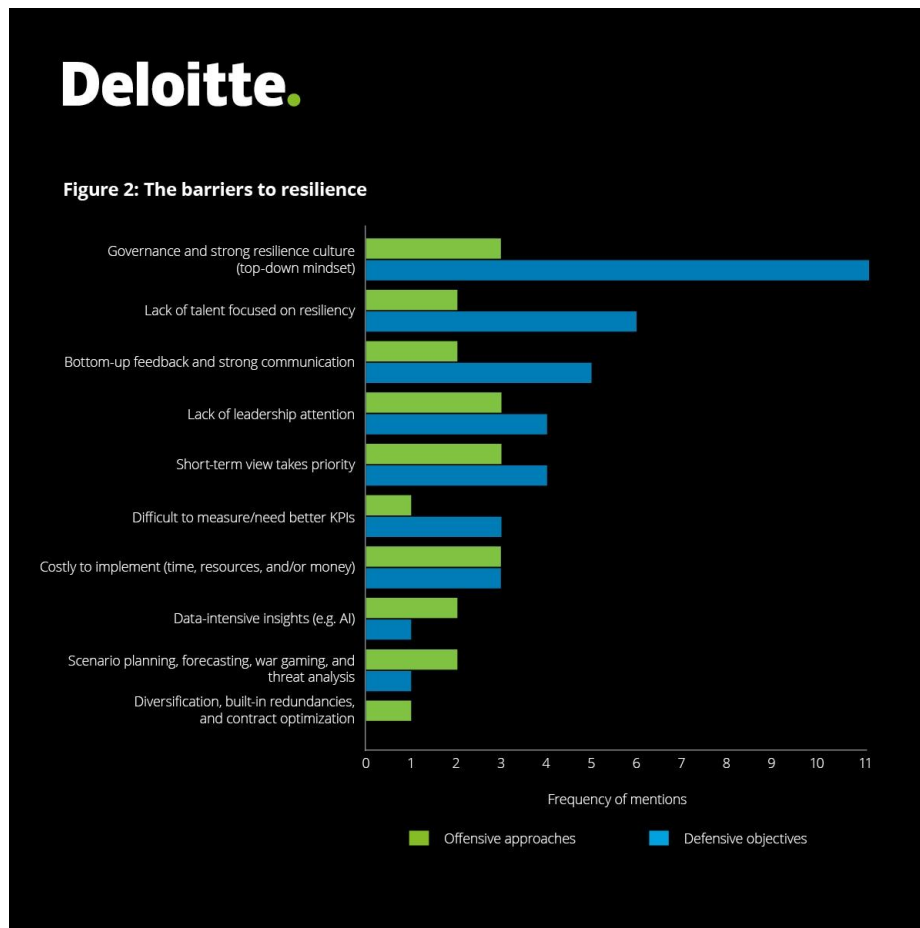


Figure 4: The Position of Resilient Activities

However, it is important to evaluate the article and consider its limitations critically. Firstly, the article needs to provide a comprehensive review of the academic literature on resilience or the empirical evidence supporting the effectiveness of the four postures. It is based on Deloitte's analysis and observations, which may not capture the full complexity and nuances of organisational resilience.

Secondly, the article focuses primarily on strategic considerations and does not delve deeply into the operational or cultural aspects of building resilience. While strategy is undoubtedly crucial, a comprehensive understanding of resilience requires a holistic view that includes operational processes, organizational culture, and employee engagement. Lastly, the article is published by Deloitte, a consulting firm, which may introduce potential biases or commercial interests. It is essential to critically evaluate the content and consider alternative perspectives to form a well-rounded understanding of resilience. In conclusion, the article provides a valuable starting point for organisations looking to enhance their resilience by introducing four postures based on Deloitte's analysis. However, it is essential to complement this information with a broader review of the literature and consider the unique context and challenges of each organisation to develop a comprehensive and tailored approach to resilience.

The luxury hospitality industry faces distinct challenges, including high customer expectations, superior service quality requirements, and sustainability considerations. Therefore, undertaking a comprehensive examination of these three leadership styles within the luxury hospitality sector can provide significant insights into how they can be effectively implemented to address these challenges (Shaikh, 2018). This dissertation, therefore, intends to review and synthesise the theoretical underpinnings of TL, SL, and RL in the context of the luxury hospitality industry. By doing so, it aims to add to the existing body of knowledge on leadership and its impact on organisational performance in this sector.

The understanding derived from the comprehensive analysis of these leadership styles and their practical implications will offer theoretical innovation and substantial insights for both researchers and practitioners in the luxury hospitality sector.

2.2 THEORY OF REASONED ACTION

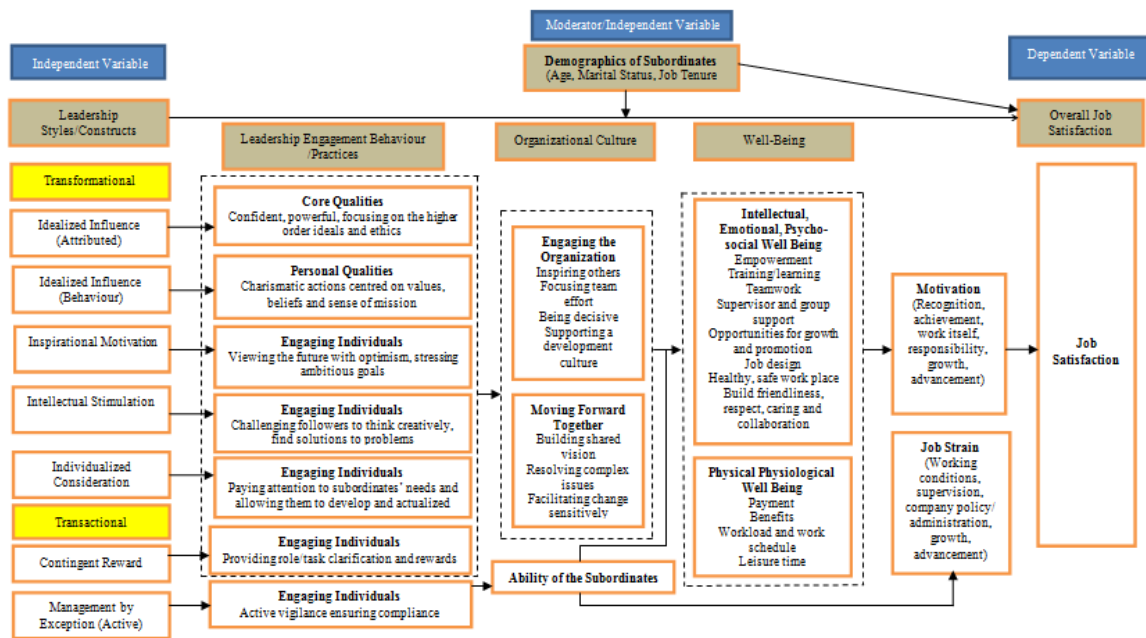


Figure 5: The Conceptual Framework of Transformational Leadership

According to Hickman (2010), the theoretical foundation of transformational leadership (TL) is based on the assumption that leaders inspire and encourage followers to go beyond their personal self-interest for the greater benefit of the business. This idea is central to the TL model.

According to the findings that were presented in Shaikh's (2018) study, TL may be summed up by focusing on the following four essential aspects: idealised influence, inspirational motivation, intellectual stimulation, and personalised consideration.

Idealised influence is the capacity of a leader to act as a role model for their followers, motivating them to replicate the leader's ideals and behaviour to achieve the same level of success as the leader. Developing a compelling vision for the organisation is an essential component of inspirational motivation, which helps motivate individuals to work towards the organisation's goal of achieving that vision. Intellectual stimulation, on the other hand, inspires followers to engage in creative thought and to be open to novel approaches to problems. Last but not least, personalised consideration acknowledges and satisfies the specific requirements and inclinations of each individual follower.

TL has the potential to play a crucial role in the context of the luxury hospitality business by helping to cultivate a healthy work atmosphere and, as a result, increasing levels of client satisfaction. According to Bass and Riggio (2005), leaders can instil a culture of service excellence throughout an entire business by inspiring and motivating their workforce. In addition, TL has the potential to work as a stimulant for creative endeavours and innovative ideas, both of which are essential in the fast-paced hospitality industry.

Leaders may help their companies maintain their competitive edge in a market that is always shifting by encouraging innovative ways of thinking and by cultivating an atmosphere that is receptive to novel concepts and approaches.

It has come to be acknowledged that TL is one of the most important factors in determining the performance of a company within the setting of Thailand's luxury hotel sector. According to Einstein (2006), transformational leaders are those that can inspire and motivate employees to go above and beyond their customary duties, which ultimately results in higher levels of employee engagement, productivity, and job satisfaction. This is of utmost importance in the hospitality business since the standard of service provided by staff is directly proportional to the quality of the experiences provided to customers. Therefore, the luxury hospitality sector in Thailand demands leaders who can create a good and encouraging work atmosphere that inspires people to provide excellent service.

It is also quite important to have a solid understanding of the essential aspects of TL, including charm, intellectual stimulation, customised concern, and inspirational drive. Understanding how TL influences the motivation and engagement of employees and how it might improve the overall customer experience is equally important. As a consequence of this, the following section is going to delve into the existing literature on transactional leadership (TL) and its relevance to the luxury hospitality business in Thailand. It will highlight the significance of this leadership style and offer a nuanced knowledge of its role in creating organisational outcomes in this sector.

2.2.1 DEFINITION AND KEY CONCEPTS OF TRANSFORMATIONAL LEADERSHIP

The concept of transformational leadership (TL) revolves around the idea of inspiring and motivating individuals to attain greater levels of achievement and surpass the levels of performance they are currently capable of. According to Bass and Avolio's (1994) definition of transformational leadership, this type of leader can motivate followers to put the organisation's overall mission ahead of their own personal objectives. Idealised influence, inspirational motivation, intellectual stimulation, and personalised consideration make up the primary components of the theory of transferable learning.

Idealised influence is the ability of a leader to act as an outstanding role model for their followers, motivating those followers to embrace the leader's ideals and behaviours as their own. The role of a leader in inspiring their followers by developing a sense of purpose and vision that they all share is essential to the process of inspirational motivation. Conversely, intellectual stimulation is achieved when leaders encourage their followers to question and expand upon their preconceived notions by pushing them to participate in critical and creative thought with productive challenges.

Personalised consideration refers to a situation in which a leader gives individualised assistance and attention to each follower, taking into account the specific requirements and goals of each individual follower.

TL has the potential to have a significant influence on the levels of motivation and engagement of employees working in the hospitality business. According to the findings of previous studies (Yammarino et al., 1993), TL has the potential to boost job satisfaction while simultaneously lowering staff turnover. Additionally, transformational leaders can foster an environment that encourages innovation and creativity in those around them. According to Yammarino et al. (1993), one of the most important measures of success in the hospitality sector is the quality of the experience provided to the customer.

When these factors are taken into account, the transformational leadership approach offers a powerful framework for comprehending the leadership dynamics that are present in the luxury hospitality industry. Transformational leaders have the potential to significantly improve organisational performance and the level of employee happiness in this industry by building an environment that promotes individual growth, facilitates innovative thinking, and cultivates a collective sense of purpose. As a result, this section digs into the relevant literature on transformational leadership and its crucial function within the context of the hospitality sector. As a result, it provides critical insights into the characteristics, advantages, and possible impact of this leadership strategy.

2.2.2 IMPORTANCE OF TRANSFORMATIONAL LEADERSHIP IN THE HOSPITALITY INDUSTRY

Because the hotel industry in Thailand offers enormous economic value and has the potential for vigorous growth, it is essential for luxury hospitality businesses to embrace effective leadership practises to keep their edge in the market and promote sustainability. (Khan et al., 2020) Conclusive evidence from several research papers demonstrates that transformational leaders have a beneficial influence on employee motivation and engagement.

The ability to instil a sense of commitment and ownership in one's workforce is a crucial competency for transformational leaders. Transformational leaders are able to increase job happiness, raise productivity, and reduce employee turnover by establishing an appealing vision for the future and persuading employees to participate in realising this goal. This provides a significant advantage in the hospitality industry, which often has high turnover rates due to the nature of the business.

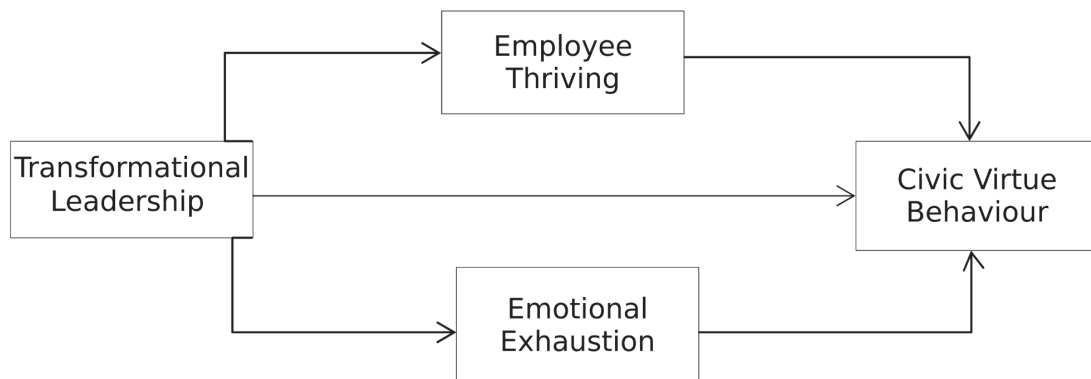


Figure 6: The Role of Transformational Leaders

In addition, transformational leadership has the potential to inspire employees' creative thinking and innovative problem-solving, which ultimately results in improved customer satisfaction. Transformational leaders are able to promote a culture of continuous improvement within their organisations by encouraging staff to "think outside the box" and by giving the tools and resources that are essential to their accomplishment. This makes a contribution to improved service quality, which is a crucial component in the hotel business, where the contentment of guests is of the utmost importance.

Transformational leadership has the potential to improve the overall experience of guests by fostering an atmosphere that is focused on excellence throughout the company. Transformational leaders can encourage their teams to try to satisfy the requirements of their guests and go above and beyond their expectations by establishing high-performance standards and leading by example. This results in higher levels of customer satisfaction and loyalty, as well as more favourable word-of-mouth recommendations, all of which are essential for luxury hospitality firms in Thailand. For example, Slatten and Mehmetoglu (2015) showed a favourable association between transformational leadership and staff innovation, increasing service quality in five-star hotels. This was the result of improved employee engagement. In a similar vein, research carried out by Khan et al. (2020) found that transformational leadership has a beneficial effect on staff job satisfaction and organisational commitment, ultimately leading to an improvement in service quality and customer satisfaction in Chinese luxury hotels.

Therefore, it is of the utmost importance to grasp the transformative effects that transformational leadership may have on the luxury hotel business. The following section will conduct a literature assessment on pertinent studies investigating the function and impact of transformational leadership within Thailand's luxury hospitality sector. This will increase our understanding of the impact that this type of leadership has on employee motivation, service quality, and guest satisfaction as the key elements that influence the success of organisations operating in this sector.

2.2.3 KEY CHARACTERISTICS OF TRANSFORMATIONAL LEADERS

In the field of hospitality, transformational leadership has been the focus of a significant amount of research, and a large number of scholarly articles have been written explaining the traits that define it. According to Bass and Avolio (1994), transformational leaders are characterised by several critical characteristics. These characteristics include charisma, intellectual stimulation, personalised care, and inspirational motivation. The ability of a leader to inspire their followers, so making them feel regarded and appreciated, is referred to as charisma. Encouragement of inventiveness and originality on the part of workers is an essential component of intellectual stimulation. Individualised consideration means demonstrating a personal interest in the requirements and issues that are important to employees. The capacity to express a compelling vision that inspires people to perform to the best of their abilities is an essential component of inspirational motivation.

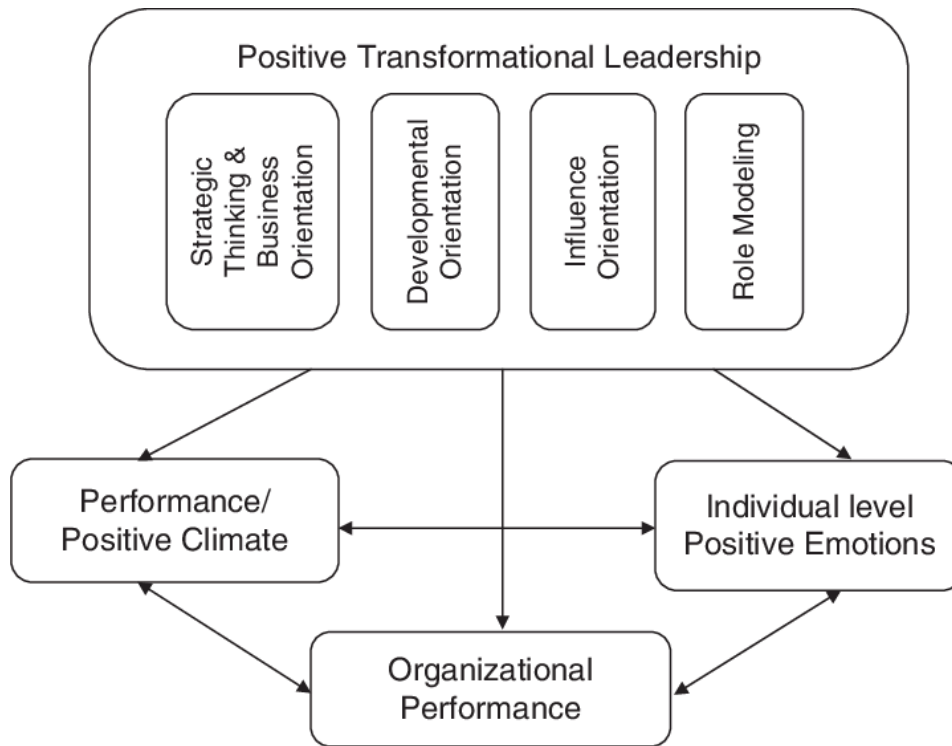


Figure 8: The Positive Transformational Leadership

According to the findings of several studies, the fundamental qualities of transformational leaders appear to have a significant bearing on the levels of motivation and engagement experienced by workers. For instance, Khan et al. (2020) found that transformational leadership has a beneficial influence on employee engagement in China's hotel industry. The data supported this finding. In a study that came to a similar conclusion, Patiar and Mia (2009) looked at the Australian luxury hotel business and found a favourable association between transformational leadership and staff motivation as well as work satisfaction.

According to the findings of this research, transformational leadership has the potential to boost staff motivation and engagement, which ultimately results in an overall improvement in organisational performance and customer satisfaction. In addition, transformational leaders can improve the overall quality of the experience for guests by inspiring and enabling staff to provide outstanding service. For instance, Cheng and Brown (2019) did a study on luxury hotel customers in China and discovered that transformational leadership has a beneficial influence on the service quality supplied by staff, leading to increased visitor happiness and loyalty.

The significance of transformational leadership in the hospitality business is highlighted by these findings, as is the potential for this type of leadership to have a positive influence not just on staff but also on customers. They prepare the ground for future research on the practical applications of transformational leadership within the luxury hospitality industry, particularly within the setting of Thailand. In the following section, we will go into more detailed research on transformational leadership in the luxury hotel business in Thailand, discovering its impacts on the motivation, engagement, and contentment of employees, all of which are vital for the success of an organisation.

2.2.4 IMPACT OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEES

It has been found that transformational leadership has a significant impact in the hospitality industry on factors such as employee motivation and engagement, as well as performance, service quality, and the overall client experience. Within Singapore's hotel business, a study that was carried out by Tan et al. (2021) indicated that transformational leadership had a favourable impact on employee job satisfaction and organisational commitment. Similarly, Nazarian et al. (2021) discovered that transformational leadership improved employee performance in Iranian luxury hotels, demonstrating that these ideas have many applications. The impact that transformational leadership has on the experience of the guests yields great value to the body of knowledge in this field. The research conducted by Chen et al. (2015) concluded that transformational leadership had a favourable impact on the service quality in Taiwan's luxury hotels. A study conducted by Lee et al. (2011) found that transformative leadership and customer loyalty positively correlate within the context of South Korean luxury hotels.

According to the hypotheses put up by these academics, transformational leaders generate a beneficial working environment by placing an emphasis on the empowerment and development of their workforce, which in turn increases employee engagement. A workforce with such high levels of engagement has the potential to bring about changes in both the quality of services provided and the level of happiness experienced by customers.

The findings of this research collectively provide credence to the idea that transformational leadership may greatly improve facets crucial to the hospitality sector, including staff motivation, engagement, and performance, as well as service quality and the overall experience provided to customers. Given its ability to improve both employee performance and customer satisfaction, the data therefore highlights the need to establish and foster transformational leadership within the luxury hotel sector. This lends support to the ongoing investigation of such leadership styles that are prevalent in Thailand's luxury hospitality business, which serves as the foundation for this research.

2.2.5 CRITICISMS AND LIMITATIONS OF TRANSFORMATIONAL LEADERSHIP

Despite transformational leadership is widely recognised as a successful type of leadership that has beneficial consequences on individuals and organisations, it is not without its critics and inherent limitations. The possibility that followers could develop an unhealthy dependence on the leader is a major point of contention among those critical of transformational leadership.

This critique suggests that followers who excessively rely on a leader's vision and guidance may become less independent over time and may find it difficult to make decisions on their own. If the leader were to leave the organisation or become unable to carry out their responsibilities, this dependence could make it more difficult for the organisation to adjust to new circumstances.

Furthermore, another criticism is that the efficacy of transformational leadership may depend on the particular contextual circumstances in which it is implemented. It may be more potent in organisational contexts that reward creativity and invention, whereas it is likely to be less successful in businesses that are more rigid or bureaucratic. According to the findings of several other pieces of study (Kirkman et al., 2009), transformational leadership may be less successful in collectivistic cultures. These are cultures that place a higher value on maintaining group harmony and compliance than they do on individual expression.

Nevertheless, despite these criticisms and limits, a large number of studies indicate that transformational leadership, when implemented appropriately, may have a considerable positive influence on organisations and the workers who work for those firms. Leaders can make the most of the benefits of transformational leadership while simultaneously minimising any potential drawbacks by first understanding the limitations of this type of leadership and then adapting their personal leadership approach to the particulars of an organisation's cultural setting and context.

For instance, leaders in collectivist cultures may alter their approach to combine transformational components with an awareness of and respect for cultural norms. In a similar vein, leaders can work towards the goal of establishing an environment that supports independent decision-making while also fostering an environment that provides directed direction.

As a result, it is of the utmost importance for the luxury hospitality business in Thailand, a nation renowned for its collectivist culture, to comprehend these constraints and nuances and modify transformational leadership practices in accordance with these findings.

2.2.6 APPLICATION OF TL IN THE LUXURY HOSPITALITY BRANDS BASED IN THAILAND

The implementation of transformational leadership in Thailand's premium hotel companies holds significant repercussions for the managers of those brands and the leaders of the sector as a whole. Despite the fact that a substantial body of data demonstrates that transformational leadership has a beneficial influence on staff motivation, engagement, and guest experience, putting this style of leadership into practice in Thailand presents a unique set of hurdles. Thailand and Western nations, where the majority of study on transformational leadership has been carried out, have vastly different cultural norms and values, which presents one of the most significant challenges. In contrast to many Western cultures, Thai culture places a great value on hierarchy and showing respect to those in positions of power (Komin, 1990). This is one example of how Thai culture differs from Western civilisations. This cultural characteristic may, in some ways, hinder the efficacy of transformational leadership tactics, which frequently rely on empowering followers and making decisions in a cooperative manner.

In addition, Thai workers could have distinct expectations of the manners and styles of leadership that their employers exhibit. When applying transformational leadership practises in Thailand, considerable thought is required due to the cultural subtleties that must be considered. In spite of these obstacles, the hotel business in Thailand offers a wealth of chances for the practice of transformational leadership.

Luxury hospitality businesses in Thailand frequently target a foreign audience whose expectations about the level of service provided and the overall guest experience may differ from those of local Thai customers. As a result, transformational leadership practises that foster employee empowerment and build a culture of invention and creativity may be very useful in this setting.

These tactics would provide personnel with the ability to adapt and respond to a varied range of demands and preferences of foreign guests, ultimately leading to an improvement in the overall experience provided to guests.

2.2.7 SUSTAINABILITY LEADERSHIP

The significance of leadership in sustainability, which involves more than just having a generally upbeat attitude and calls for a serious commitment to coordinating the tactics and strategies of an organisation with the achievement of favourable results for society as a whole. It highlights the need for corporations, governments, and civil society to work together to accomplish global development goals. For sustainable leadership to be effective, it must take a holistic approach and include all parts of a company's operations. This is necessary to prevent inconsistencies and charges of "purpose washing." It should serve as a guide for strategy and choices, and it should be relevant to the difficulties that the global economy and society are now facing. Authenticity is crucial, and there must be complete congruence between the declared goal and any business decisions made, reinforced by the commitment of top leadership.

In addition, the leadership of sustainability should be adopted throughout the entire organisation so that it resonates with workers and inspires them. It demands constant learning, flexible thinking, and the development of leadership competencies that are matched with the problems that sustainability presents. The importance of purpose-led, bold leadership that can catalyse change and restructure economic and social systems is emphasised throughout the text as a necessary shift in leadership attitude. Adaptive leadership is the focus of this mindset shift.

The advantages of integrating company purpose with beneficial social outcomes include greater employee engagement, enhanced creativity, talent acquisition and retention, and a favourable reputation for the brand. Nevertheless, it recognises that many of today's leadership development practices fall short of the mark when it comes to the cultivation of the requisite knowledge, values, attitudes, and capacities for sustainable leadership.

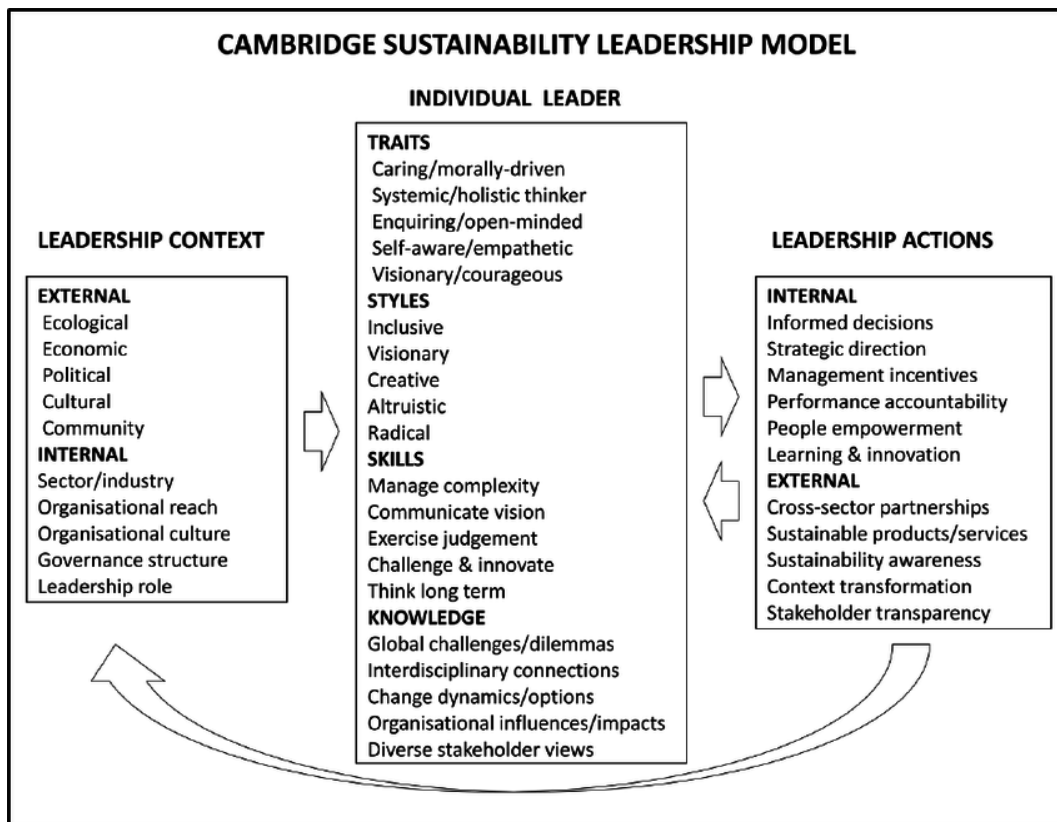


Figure 9: Cambridge Sustainability Leadership Model

According to the information provided, the Cambridge Institute for Sustainability Leadership (CISL) is an organisation that has been at the forefront of defining and catalysing the leadership that is required for a sustainable economy. The method of leadership development utilised by CISL places an emphasis on the formation of thinking, values, and practise that are connected with a purpose that yields favourable results for society and the environment. It encourages the development of collaborative and communal leadership at all levels, advocating for the growth of leadership ability at all levels. CISL also contributes a substantial shift in the development of leadership in order to equip leaders with the required skills and mentality to shape the future we want by aligning commercial success with sustainability and achieving positive social and environmental results. This shift is called for in order to equip leaders with the essential skills and mindset to shape the future we want.



Figure 10: The Cambridge Impact Leadership Model

The ideological philosophy of sustainability leadership is still in its infancy, but it has garnered a significant amount of attention over the past few years. This is mainly attributable to the growing worries over the long-term viability of both the environment and society. According to Suriyankietkaew et al. (2022), sustainability leadership entails, at its core, the promotion and implementation of environmentally friendly business practices inside an organisation, all while striking a balance between economic, ecological, and societal concerns. The triple bottom line method, which assesses the performance of an organisation not only by its financial yield but also by its influence on the environment and society, is at the core of sustainable leadership. This approach takes

into account not just an organisation's financial yield but also its effects on both of these spheres.

The role of sustainability leadership in the luxury hotel sector has grown increasingly important due to the growing demand among consumers for environmentally friendly business practices and responsible tourism. According to Wangchan and Worapishet (2019), luxury hotel businesses in Thailand have responded to this trend by implementing sustainability practises. These practices include the utilisation of eco-friendly materials, the minimisation of energy use, and the promotion of the economic growth of local communities. Emphasising ecotourism is essential, especially considering that Thailand is one of the most popular tourist destinations in the world.

Luxury hospitality firms established in Thailand that are committed to promoting environmentally friendly business practices stand to gain in the long run, not just for themselves but also for the hospitality sector as a whole and the environment. These activities have the potential to improve their reputation, attract a broader customer that places a high value on ecological conscience, and reduce the environmental footprint that they leave behind. As a consequence of this, it is indispensable to investigate different ideas and concepts about sustainable leadership and how they might be applied to the luxury hotel business in Thailand.

The idea of "sustainability leadership" has recently risen to the forefront as an important concept in response to the growing need for more socially and ecologically responsible business practices, which are coming from customers, investors, and regulatory organisations. The luxury hotel brands of Thailand are no exception to this rule, as is the case with companies in many other industries. According to Visser and Courtice (2011), this strategy provides firms with a framework for controlling the environmental and societal effects of their operations while simultaneously providing long-term value for the organisations' many stakeholders.

2.2.8 DEFINITION AND KEY CONCEPTS OF THE SUSTAINABILITY LEADERSHIP

A comprehensive viewpoint that takes into consideration the environmental, social, and economic elements of an organisation's operations is an essential component of sustainable leadership, which goes beyond the traditional leadership techniques that have been utilised up until now. It acknowledges the fact that implementing sustainable practises is about more than simply adhering to the letter of the law; it also involves cultivating strategic possibilities and producing profit. Leadership in sustainability requires, from an economic point of view, the management of an organisation in a way that assures the organisation's continued profitability and viability over the long term.

This involves considering the economic impact of business actions, evaluating the risks and possibilities associated with sustainability, and locating new solutions to promote economic growth while minimising the adverse effects on the environment and society.

The reduction of an organisation's ecological footprint and the lessening of any adverse effects it has on the natural environment are the primary foci of environmental sustainability. This might entail the adoption of practices such as increasing energy efficiency, reducing waste, conserving resources, and making use of renewable sources of energy. Leaders in sustainability understand the significance of responsible stewardship of the environment and work diligently to incorporate sustainable business practices into their operations and supply chains.

The term "social sustainability" refers to how an organisation's operations affect the communities in which it operates, as well as the workers of that organisation and society as a whole. It comprises ensuring that labour practices are fair, fostering diversity and inclusion, connecting with local communities, and upholding human rights. It also involves promoting the welfare and well-being of employees. Leaders in sustainability are aware that good social impacts may contribute to the long-term success of a firm as well as the happiness of stakeholders. Organisations can differentiate themselves from their rivals, attract clients whose priorities include sustainability, and establish strong connections with stakeholders if they implement leadership practices in the area of sustainable development. It also has the potential to contribute to a better reputation and

brand image, as well as an increase in consumer loyalty. Leaders in sustainability understand the significance of incorporating sustainability into the culture, values, and strategies of their organisations, and they actively look for chances to promote good change and contribute to a sustainable future. It is essential to remember that the notion of sustainable leadership comes in multiple forms that can be applied to all situations. Various organisations can understand and apply sustainability principles in multiple ways depending on the unique environments in which they operate, the industries in which they work, and the expectations of their stakeholders. The fundamental concept, on the other hand, is unchanging: leadership in sustainability necessitates adopting a proactive and all-encompassing strategy for the management of the "triple bottom line" of economic, environmental, and social sustainability.

2.2.9 BENEFITS OF SUSTAINABILITY LEADERSHIP FOR ORGANISATIONS

Given the immense impact that the hotel sector has on both the environment and society, sustainability leadership is an extremely important component of the business. Businesses operating in this industry have a better chance of properly managing their impact on the environment and society if they adopt sustainable practices. Adopting environmentally friendly practices is a crucial component of responsible leadership in the hotel industry's effort to reduce its environmental impact. This covers actions such as reducing carbon emissions, waste, and energy consumption, as well as reducing the amount of water and energy wasted. By adhering to these practises, organisations will be able to cut down on the amount of natural resources they consume, as well as the amount

of trash they produce and emissions of greenhouse gases. This not only helps to preserve natural resources, but it also lessens the influence that the industry has on the environment and helps to reduce the effects of climate change.

The leadership of an organization's commitment to sustainability also has a significant bearing on the organisation's reputation and brand image. These days, customers are more conscious than ever before of the environmental and social effects that are caused by their purchasing decisions, including the companies that they choose to patronise. Organisations have the opportunity to differentiate themselves from their rivals and attract customers who are environmentally sensitive if they publicly demonstrate their dedication to sustainability. Because of this, a better image of the brand, enhanced consumer loyalty, and eventually improved financial performance might result.

Additionally, companies in the hotel industry that take the lead on sustainability may see immediate financial rewards as a result of their efforts. Businesses can lower the operating expenses related to utilities and waste management if they try to save energy and resources and execute these procedures. The operational efficiency and cost-effectiveness are both improved as a result of this. Furthermore, sustainable practices can attract clients who are prepared to pay a premium for environmentally friendly products and services, which further contributes to financial performance. The findings of this research provide credence to the thesis that leadership in sustainable practices has a beneficial effect on organisational effectiveness. According to some studies, businesses that have made a significant effort to improve their environmental impact typically enjoy

superior financial performance than that of their rivals. This may be linked to various things, such as reduced costs, an enhanced reputation for the brand, and increased consumer loyalty.

Sustainability leadership in the hospitality sector enables organisations to manage both the impact successfully they have on the environment and the society in which they operate. Businesses may improve their financial performance, their reputation, and their impact on the environment all by adopting sustainable practices and reducing their environmental footprint. It is crucial for the long-term success of hospitality organisations that they include the ideas of sustainability in their operations and plans. This will help to ensure that natural resources are preserved for future generations.

2.2.10 KEY CHARACTERISTICS OF SUSTAINABILITY LEADERS

Leadership in sustainability demands a unique set of abilities and attributes that provide leaders with the capacity to successfully solve problems related to environmental and societal sustainability within their respective organisations. Researchers have uncovered some essential traits that are common among influential leaders in the field of sustainability.

To begin, leaders in sustainability have a view that is focused on the long term and give a high priority to the development of sustainable business practises that will provide advantages to their organisations over time. This requires considering the

long-term effects that a company's operations will have on the surrounding community and the natural world, even if doing so may result in a loss of profits in the near term. These leaders are aware of the significance that environmentally friendly policies and procedures have for the viability and longevity of their organisations. The second quality that distinguishes leaders in sustainability is a strong commitment to the involvement of stakeholders. They take active steps to include stakeholders in the decision-making process and resolve any concerns raised by those stakeholders. This involves interacting with local communities, consumers, workers, and suppliers, as well as government agencies, to ensure that the operations of their organisation are in alignment with the requirements and expectations of these many stakeholders.

For example, Sustainability leadership requires specific skills and qualities that enable leaders to effectively manage environmental and social sustainability issues within their organisations (Visser & Courtice, 2011).

<i>Trait</i>	<i>Definition</i>	<i>Illustrative quote</i>
Caring / morally-driven	Care for the well-being of humanity and all other forms of life, as well as being guided by a moral compass.	We're at the crossroads. Adam Smith spoke in his 'Wealth of the Nations' about profit and care, saying that the first thing we do is take care of ourselves, but the second thing we do is take care of others. By care, I don't only mean care about other people, but also care about society and care about nature. – Jan Muehlfeit, <i>Chairman of Microsoft Europe</i>
Systemic / holistic thinker	The ability to appreciate the interconnectedness and interdependency of the whole system, at all levels, and to recognise how changes to parts of the system affect the whole	In time periods of relative stability, you don't need to be a systems thinker [but] we're in a period now of great volatility. So the type of people that ultimately are going to lead at sustainability (and one of the reasons why it's so tough) is that it really requires a new generation of systems thinkers to make it work. That's why some of these issues are so hard to solve because they really require forward systems thinking, solutions orientation. – Jeffrey Immelt, <i>CEO of General Electric</i>
Enquiring / open-minded	Actively seeking new knowledge and diverse opinions, questioning received wisdom, including being willing to have one's own opinions challenged	It is about looking outside [and staying] permanently engaged. There is a community activity which brings you a lot of information, but it's also about talking and making sure you get enough challenge on what you do. Our children are looking at the world differently. If we are going to be in power in the next 10 or 20 years, we need to make sure we can respond to this demand properly. – Philippe Maso, <i>CEO of AXA</i>
Self-aware / empathetic	High levels of emotional intelligence, (the ability to understand their own emotions and those of others), sincerity, personal humility and reflexiveness (the ability to see their own place in and influence on a situation)	Real leadership is about greater and greater self-awareness and being more and more authentically yourself. Then you can use that knowledge or that mastery to put together and drive better teams – because you're more clear about who you are, what your impact is, what you have to offer and what you don't have and therefore you need. And by association that implies the humility to listen and be aware as opposed to being on broadcast and an egomaniac, which I think is the traditional model of CEOs. – Ian Cheshire, <i>CEO of Kingfisher</i>
Visionary / courageous	Bringing inspiration, creativity, optimism and courage to bear in the role, driven to produce results and possessing the ability to balance passion and idealism with ambition and pragmatism	Do we have the courage to put up a magnetic north out there for our company in an environment where everything changes every day? It's absolutely necessary. You have to have the courage to say, 'You know what, I don't necessarily know the end destination, but I know it's gonna look something like this and we're going that way. That's one thing I love about Paul Polman. He says, 'Listen, I may be wrong, but I'm not confused'. – Sandy Ogg, <i>Former Chief Human Resources Officer for Unilever</i>

Table 1: Typical Traits of Sustainability Leaders

Leaders in the sustainability movement cultivate trust, collaboration, and shared responsibility by taking into account a variety of points of view and taking into account the repercussions of their actions on a larger scale. Sustainability leaders have the capacity to reconcile opposing demands and establish a balance between earning profits,

lowering their organization's environmental impact, and solving societal challenges. This skill is essential for achieving sustainability goals. This calls for a profound comprehension of the intricate dynamic that exists between the many economic, social, and environmental aspects. Leaders in sustainability are adept in the process of designing strategies that promote sustainability while also fitting with the objectives of a firm. They are aware that environmentally responsible practices may make a contribution to a company's profitability and competitiveness over the long run.

Leaders in sustainable development who are effective at negotiating the intricacies of sustainability concerns and who have the capabilities to incorporate sustainability into the fundamental operations of their organisations possess these abilities. They have the understanding that sustainability is not merely a question of compliance or altruism, but rather a strategic opportunity to create value, boost reputation, and secure long-term success.

2.2.11 ROLE OF SUSTAINABILITY LEADERSHIP IN SOCIAL AND ENVIRONMENTAL IMPACT

Leadership in sustainability is of the highest significance when it comes to controlling the organisations' effects on the environment and society, and this is especially true in the luxury hotel industry. The resource-intensive character of the sector

presents a one-of-a-kind set of issues, which is why sustainability practises are crucial for reducing the industry's negative impact on the environment and fostering social responsibility. Leadership in sustainability in the luxury hotel industry requires the implementation of methods such as the conservation of energy and water, the management of waste, and the promotion of biodiversity. These are all important aspects of environmental impact management. The results of the research have shown that these tactics are beneficial in lowering the impact they have on the environment and enhancing their overall sustainability performance. Studies have shown, for instance, that adopting environmentally friendly practices, such as lowering electricity and water usage and instituting waste management programmes, may significantly decrease the environmental footprint of luxury hotels (Ferdig, 2007). Other examples of eco-friendly practices include recycling, composting, and reusing water and other resources. Additionally, Woo and Kang (2020) discovered that the introduction of green measures, including as energy and water conservation programmes, can lessen the influence that luxury hotels have on the environment, which can eventually lead to an increase in the competitiveness of these hotels.

Leadership in sustainable practices within the luxury hotel business is just as vital for mitigating the industry's impact on society. This involves developing social responsibility, diversity, and inclusion while engaging with local communities and engaging in community engagement. These tactics make it possible for organisations to cultivate constructive connections with their stakeholders and improve both their

reputation and their image as a brand. According to research carried out by Chen et al. (2015) and others, sustainable leadership has the potential to improve the social performance of luxury hotels by encouraging both social responsibility and diversity. In addition, it has been discovered that involvement with the communities around premium hospitality services may help to the reputation and brand image of those services (Ferdig, 2007). Sustainability leaders in the luxury hotel industry may build a strong relationship with local communities, promote diversity, and successfully solve social concerns if they place a priority on social impact and actively engage with stakeholders. Assuming a leading role in terms of sustainability in the luxury hotel industry entails taking responsibility for the management of both environmental and societal repercussions. Organisations are able to lessen their impact on the environment and cultivate a sense of social responsibility by putting into action plans to promote activities such as the saving of energy and water, the management of waste, the development of biodiversity, and involvement with the local community. Luxury hospitality businesses have the opportunity to differentiate themselves, improve their reputations, and make a contribution towards a more sustainable and inclusive future if they demonstrate leadership in the area of sustainability.

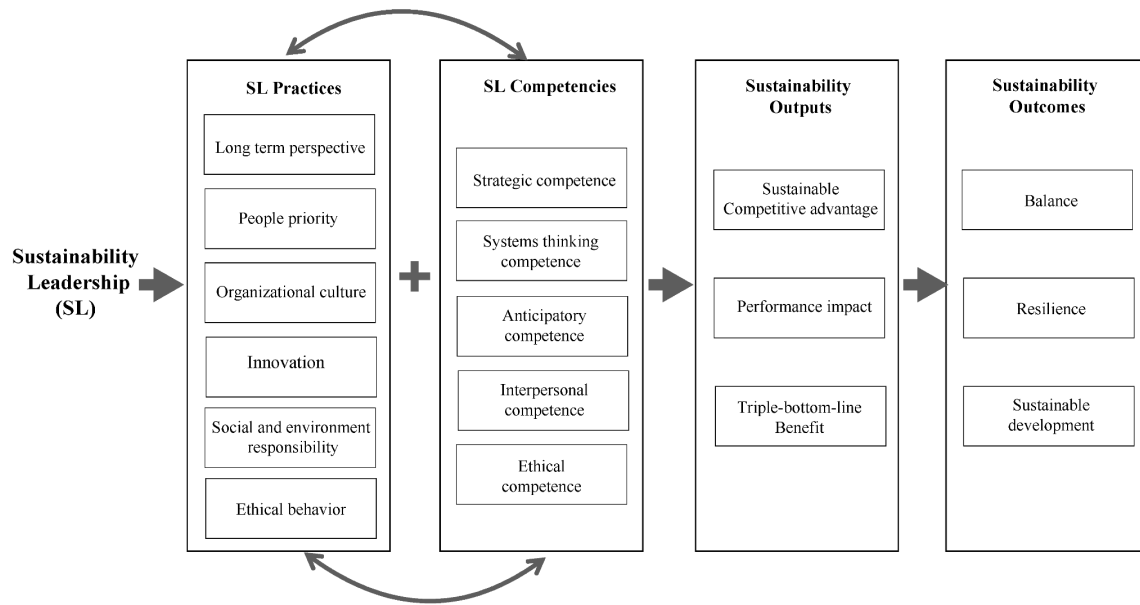


Figure 11: The Sustainable Business Model for Sustainability and Resilience

According to the findings of the study, there are six distinct types of sustainable business practises: a focus on the long term, the importance of people and organisations, organisational culture, innovation, social and environmental responsibility, and ethical conduct. It is generally agreed that these practices are crucial to the sustainability and resiliency of CBSEs. In addition, five other talents are associated with sustainability. These are strategic management competence, systems thinking competence, anticipatory (foresight thinking) competence, interpersonal competence, and ethical competence. In addition to this, the project investigates how CBSEs may practically implement theoretical sustainability leadership practises in a variety of settings.

According to the findings, CBSEs that emphasise long-term perspectives, the importance of people, organisational culture, innovation, social and environmental responsibility, and ethical behaviour are better equipped to survive the difficulties presented by the COVID-19 pandemic and achieve sustained success. In its conclusion, the research suggests an alternative model of sustainable business operation for CBSEs, one that considers the many sustainable practices and skills that have been found. The suggested model places emphasis on the incorporation of the concepts and capabilities of sustainable leadership into the process of achieving overall corporate sustainability outputs and outcomes.

The study offers managerial recommendations for sustainability leaders, business owners, and managers. The adoption of a long-term view, the placing of a high priority on people, the cultivation of a culture that is sustainable within the organisation, the promotion of social innovation, the integration of environmental and social responsibility, and the establishment of strong ethical values are among these proposals.

In addition, the report proposes that sustainability leaders and entrepreneurs should transform themselves into agents of change and major stakeholders in the process of generating sustainable growth in companies and society. It emphasizes the development of sustainability competencies as well as their integration into business processes and management systems to generate sustainable results and to ensure the longevity of organisations.

In general, this research contributes to the theoretical development of sustainability leadership in the context of CBSE by offering insights and practical implications for resilient and sustainable futures. The findings of this study highlight the need for additional research to broaden our understanding of the practises and competencies associated with sustainable leadership across various countries and settings, as well as to advance knowledge in the multidisciplinary fields of sustainable leadership, sustainable entrepreneurship, and social development in business.

2.2.12 CRITICISMS AND LIMITATIONS OF SUSTAINABILITY LEADERSHIP

Leadership in sustainability are widely seen as an essential technique for minimising the negative effects of enterprises on the environment and society. Despite this widespread recognition, however, sustainability leadership has problems and limits. The possibility for an imbalance between the emphasis placed on environmental sustainability and social sustainability inside businesses is one of the most serious criticisms levelled against sustainability leadership. Some businesses may place a higher priority on environmental sustainability measures, such as lowering their overall energy usage, while ignoring social considerations, such as the rights of their employees or their involvement in the community. Those in leadership positions related to sustainability must maintain a balanced approach that considers the three pillars of sustainability, namely economic, environmental, and social, which guarantees that equal attention is given to each in the process of making decisions.

The feasibility of putting sustainable practices into place in the hotel business is one of the barriers that must be overcome. The high cost of environmentally friendly technology and the restricted availability of sustainable materials may provide difficulties for firms who are involved with luxury hotels. In addition, clients could consider certain environmentally friendly practices to be less opulent or inconvenient, which could have an effect on the level of happiness they have with the company. In order to discover sustainable business practices that are compatible with the luxury experience, sustainability leaders in the hospitality sector need to carefully balance the image of their firm with the expectations of their customers. Although there is evidence to suggest that leadership in sustainability may improve long-term financial performance, there is also evidence that implementing sustainable practices can come with significant upfront expenditures, and the advantages may take some time to become apparent. Sustainability leaders need to effectively explain and illustrate the financial advantages of sustainable practices to stakeholders in order to obtain support and guarantee long-term success. This will demonstrate how sustainability initiatives may produce value and contribute to the organization's overall performance. In order to effect meaningful change and achieve success over the long term, sustainability leaders need to navigate several crucial aspects. These aspects include addressing concerns about the implementation's practicability, striking a balance between the priorities of environmental and social sustainability, and effectively communicating the organisational development benefits.

2.2.13 APPLICATION OF SL IN THE LUXURY HOSPITALITY BRANDS BASED IN THAILAND

In recent years, Thailand's luxury hotel business has enjoyed tremendous development as a result of an increase in the number of tourists searching for high-end lodgings that are also environmentally friendly. As a direct consequence of this, the role of sustainability leadership in directing luxury hospitality organisations towards more environmentally friendly and socially responsible business practices has become very essential. Six Senses Hotels Resorts Spas is an excellent illustration of a luxury hotel brand in Thailand that has successfully incorporated environmentally friendly business practices across its operations. The corporation has initiated a number of different sustainability programmes, some of which include the reduction of single-use plastics and the promotion of the preservation of biodiversity. Six Senses has significantly improved its reputation, brand image, and financial success as a result of its leadership in the area of sustainability.

The luxury hotel business, on the other hand, presents a number of obstacles when it comes to the implementation of sustainable practices. The high cost of implementing sustainable measures, such as investing in renewable energy and waste reduction programmes, is one of the most significant challenges to overcome. Some luxury hotel enterprises may be dissuaded from fully embracing sustainability measures as a result of the expenditures involved. Additionally, increasing workers' and customers' knowledge of and comprehension of sustainability can be a difficulty, which has the potential to impede the adoption of sustainable practices.

To successfully overcome these issues, sustainability professionals working in Thailand's luxury hotel industry should take steps to foster a culture of sustainability inside their own organisations. This might include giving staff with training and education on sustainable practices, as well as engaging customers and stakeholders via effective communication and transparency. Another option is to provide training and education on sustainable practices for employees. The promotion of environmentally responsible tourism through joint efforts with resident communities can also be an effective strategy. For instance, Marriott International's leadership in the area of sustainability in Thailand involves the implementation of measures to save energy and water, advocacy for the use of locally sourced materials, and participation in programmes that involve community engagement.

Beyond just meeting the requirements of certain projects or regulations, sustainable leadership in the luxury hotel business encompasses the whole industry. It involves taking an all-encompassing approach to the management of sustainability, taking into account the effects that organisational choices and actions will have on the environment, society, and economy in the long run. Sustainability leaders aim to generate value for all stakeholders, not just shareholders, by proactively recognising and addressing risks and opportunities related to sustainability. This includes detecting and mitigating any negative impacts.

In conclusion, the luxury hotel business in Thailand needs to demonstrate leadership in the area of sustainability if it is to satisfy the rising demand for environmentally friendly lodgings. Key characteristics of valid sustainability leadership include overcoming problems like as cost limitations and developing awareness and knowledge of sustainability among workers and consumers. Businesses that are part of the luxury hotel industry in Thailand have the opportunity to contribute to the development of a tourist sector that is more responsible and sustainable if they adopt sustainable business practices and involve relevant stakeholders.

2.2.14 RESILIENT LEADERSHIP

In recent years, resilient leadership has emerged as a prominent topic of discussion as an essential emergent idea, particularly when dealing with unforeseen occurrences and natural catastrophes. Resilience is the capacity to anticipate, prepare for, respond to, and adapt to shocks, and resilient leaders possess the essential abilities and tactics to handle such crises effectively (Lombardi et al., 2021). Resilient leaders can predict, prepare for, respond to, and adapt to unprecedented challenges.

Natural catastrophes, political upheaval, and pandemics are all examples of possible sources of disruption in the luxury hospitality business. In times like these, resilient leadership becomes essential because it helps firms to react rapidly and effectively, limit damage, and recover from setbacks in a shorter amount of time.

The complexity theory is one of the critical ideas linked with resilient leadership. This theory proposes that organisations are complex adaptive systems that require flexibility, adaptability, and self-organisation to survive and prosper. Other theories include the resource-based approach, which emphasises the significance of resources in the process of developing resilience, and the contingency theory, which posits that a leader's style and behaviour should meet the needs of the circumstance. Both of these ideas are examples of alternative approaches.

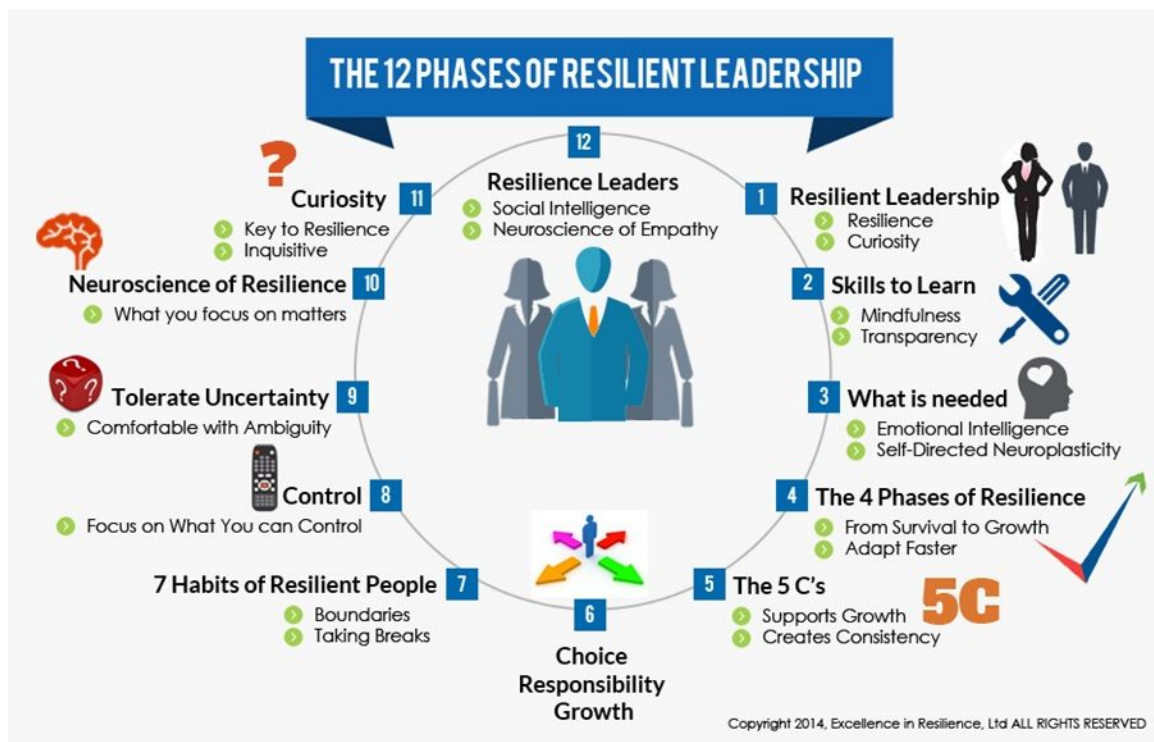


Figure 12: The 12 Phases of Resilient Leadership

Leadership that can remain steady in the face of adversity is an absolute necessity in the luxury hotel industry in Thailand, both to guarantee the continuity of company operations and to keep customers happy. Furthermore, resilient leaders may build brand trust and confidence, improve brand reputation, and generate a competitive edge by skillfully managing crises. In recent years, the luxury hospitality business in Thailand has been confronted with several obstacles and interruptions, some of which include natural catastrophes, political instability, and the COVID-19 epidemic. These events have brought to light the critical role that resilient leadership plays in the management of crises and the continued existence of organisations.

According to Hargreaves and Fink (2012), resilient leadership emphasises adaptability, agility, and the capability to deal with uncertainty and change. It encompasses a variety of practices and methods, including as contingency planning, risk management, and crisis communication, which assist organisations in preparing for and responding to interruptions in their operations. The luxury hotel sector in Thailand has several opportunities in addition to obstacles that the use of resilient leadership might present practises. Keeping employee morale high during times of crisis is one of the challenges that may arise. Other challenges include establishing efficient communication and collaboration among stakeholders, conducting extensive risk assessments, and ensuring effective communication.

However, resilient leadership also provides possibilities to boost organisational agility, stimulate innovation, and establish deeper relationships with consumers and stakeholders. These opportunities are presented as a result of the opportunities presented by resilient leadership. Businesses in the luxury hotel industry in Thailand may establish strategies and practises that strengthen their resilience and competitiveness if they have a grasp of the significance of resilient leadership in the context of handling crises and guaranteeing the survival of their organisations. This might require making investments in the training and development of people, cultivating solid connections with local authorities and communities, developing and putting into action effective strategies for responding to crises, as well as regularly monitoring and adjusting to the shifting conditions.

To summarise, resilient leadership is essential in the luxury hotel business, particularly in Thailand, to successfully manage and prevail over shocks and crises. Leaders that are resilient have the abilities and plans to foresee, respond to, and adjust to shocks, which enables them to sustain customer satisfaction and ensure the continuation of their businesses. Businesses that are in the luxury hotel industry may improve their ability to withstand challenges, maintain their reputations, and remain competitive if they adopt resilient leadership practices.

2.2.15 DEFINITION AND KEY CONCEPTS OF THE RESILIENT LEADERSHIP

According to Giustiniano et al.'s research from 2020, the term "resilient leadership" refers to a style of leadership that places an emphasis on an organization's ability to withstand, adapt, and recover from external disruptions and crises. This strategy is dynamic and adaptive, with an emphasis placed not just on reaction but also on anticipating and reacting to upcoming changes. Leaders that are resilient are skilled at managing difficult circumstances, crises, and upheavals, and they are also effective at creating an atmosphere inside their organisations that encourages flexibility and creativity. Resilient leadership involves maintaining the stability and continuity of an organisation in spite of challenges, Giustiniano et al. (2020). This involves making projections and preparations for potential disruptions, as well as developing solutions that can be implemented quickly and efficiently in the event that they materialise. In addition to this, one must be willing to gain knowledge from previous experiences and consistently improve organisational procedures and structures in order to increase resilience. The concepts of adaptation, flexibility, innovative thinking, and risk management are essential components of resilient leadership. Leaders that exhibit resilience are able to anticipate and respond to evolving situations, and they are also ready to take calculated risks in order to achieve the goals of their organisations. They are also very good at forming connections with stakeholders both inside and outside the organisation and working together with them to create a support network that is solid and resistant to disruption.

Due to the business's susceptibility to several shocks, such as economic downturns, natural catastrophes, and global crises, resilient leadership is particularly important in the luxury hotel industry. The resilient leaders in this sector are aware of the significance of proactively managing risks and devising methods to lessen the possible effects of any adverse events that may occur. These leaders make investments in the development of strong crisis management capabilities. These capabilities include the development of detailed contingency plans, the establishment of effective communication channels, and the formation of cross-functional teams to address emergency situations. They also make the health and safety of their workers and customers a top priority, taking measures to ensure that the appropriate policies and resources are in place to handle any issues that may arise in these areas. In addition, resilient leaders establish an environment inside their organisations that is open to new ideas and is always striving for development. They encourage individuals to offer their own ideas and solutions, which promotes flexibility and adaptability in the face of changing circumstances. Resilient leaders provide their employees the ability to accept new ways of doing things and identify opportunities despite the problems they face by cultivating an environment that encourages innovation and learning. Strategic collaborations and partnerships with many stakeholders are also essential components of resilient leadership. In order to coordinate responses to emergencies and make the most of common resources, this entails maintaining tight relationships with local communities, government agencies, and trade groups.

Leaders that are resilient develop robust relationships and networks, which increases their organization's capacity to withstand disturbances and recover from them in a shorter amount of time. However, the luxury hotel business has a number of obstacles to overcome when attempting to execute resilient leadership. These may include the requirement to strike a balance between short-term financial demands and long-term resilience investments, overcoming internal resistance to change within the organisation, and managing the expectations of a wide variety of stakeholders. Leaders who are resilient must negotiate these hurdles and effectively convey the value and importance of resilience-building programmes to all levels of the organisation if they want to get support and commitment from those levels.

In conclusion, resilient leadership is an essential strategy for handling disruptions and crises in the luxury hotel business. This industry is particularly susceptible to these types of problems. Leaders that are resilient have the abilities, methods, and mentality required to foresee obstacles, adapt to those challenges, and recover from those challenges. Leaders who are resilient may increase the capability of their organisations to survive and grow in the face of adversity by placing a higher priority on flexibility, innovation, and risk management.

2.2.16 RELEVANCE OF RL TO THE LUXURY HOSPITALITY BRANDS BASED IN THAILAND

As a result of the obstacles that are inherent to the sector, resilient leadership is particularly important in Thailand's high-end hotel business. Natural catastrophes, political turmoil, and economic shocks are all factors that have the potential to have a large influence on the industry. In order to effectively handle these challenges and keep the organisation stable, strong leadership is required. According to research conducted by Patterson et al. (2009), natural catastrophes such as floods and tsunamis have had a substantial impact on Thailand's hospitality business, especially in coastal regions where a large number of luxury hotels are located. Additionally, the nation has recently been plagued by political instability, as seen by protests and coups, all of which have had a detrimental effect on the tourism business. The hotel sector in Thailand has been significantly impacted by many financial and economic crises, including the Asian financial crisis of 1997 and the global financial crisis of 2008. A leadership style that can adapt and thrive in the face of adversity is essential for successfully navigating these problems and preserving organisational cohesion.

Giustiniano et al. (2020) state that resilient leaders are able to adjust to new circumstances, maintain composure in the face of adversity, and cultivate a culture of resilience inside their respective organisations. In Thailand's hotel sector, where executives are required to manage crises and interruptions while maintaining the highest standards of service and customer experience, these characteristics are particularly important.

Leaders that are able to effectively handle issues and preserve organisational stability in Thailand's luxury hotel industry have a number of essential attributes that enable them to do so. In the first place, they exhibit adaptability and flexibility by rapidly modifying both their plans and their operations in response to different environmental factors. During times of crisis, this may include employing different strategies to protect the safety of guests and their enjoyment with the experience.

Second, resilient leaders have emotional intelligence and the capacity to maintain composure even when faced with challenging circumstances. They are able to give support and comfort through trying moments because they comprehend the impact that stress has on the members of their staff as well as their visitors. They build faith and trust in the organization's ability to overcome challenges by demonstrating coolness in the face of adversity and maintaining excellent communication with all stakeholders.

Thirdly, resilient leaders develop a culture of resilience inside their organisations by supporting cooperation, open communication, and continual learning. This is one of the ways in which they create a culture of resilience. They encourage staff to share their observations and thoughts, which helps to cultivate a workplace that is innovative and flexible. Because of this, the organisation is able to discover previously unrecognised possibilities and generate inventive responses to problems that it faces.

In addition, resilient leaders actively control risks by putting solid crisis management strategies and practise into action. They make certain that their organisations are well-prepared to deal with any disruptions, such as those caused by natural catastrophes or political instability, and they take responsibility for this preparation. This involves engaging in routine training exercises, setting up transparent communication channels, and forming relationships with essential parties in order to strengthen reaction capabilities. The luxury hotel industry in Thailand may provide challenges when it comes to the implementation of resilient leadership practises, including a lack of available resources and reluctance to change. It is possible that large financial resources will be required in order to make investments in programmes that create resilience. Some examples of these programmes include disaster preparedness and staff training. To get buy-in from all levels of the organisation and overcome internal opposition to change, your organisation may need to use effective communication and stakeholder engagement strategies. These strategies will help bring attention to the significance of resilience.

In conclusion, resilient leadership is particularly important in Thailand's luxury hotel industry owing to the challenges given by natural catastrophes, political instability, and economic shocks. This is the case since Thailand is prone to all three of these types of problems. Leaders that are able to develop a culture of resilience possess the traits of flexibility, emotional intelligence, and a commitment to doing so.

They take preventative measures to control risks, encourage cooperation, and ready their organisations to efficiently traverse crises while still preserving stability. It is possible for luxury hotels in Thailand to lessen the impact of disruptions and emerge stronger if they adopt a leadership style that is resilient. This will allow the hotels to continue to provide excellent experiences for their customers while also maintaining their organisational success.

2.2.17 KEY CHARACTERISTICS OF RESILIENT LEADERS

Leaders that are resilient have several distinguishing characteristics that give them the ability to respond successfully to adversity and upheaval. One of the most essential qualities of resilient leaders is adaptability, which is defined as the capacity to react appropriately to shifting conditions and make adjustments to strategy as required. When challenged with unanticipated obstacles, resilient leaders demonstrate flexibility by demonstrating an ability to rapidly switch to fresh projects and concepts. In addition to this, they have a strategic mentality, which enables them to think critically and make decisions that are in line with the most favourable outcomes for the organisation. Leaders who are capable of overcoming adversity are those who are able to analyse a given circumstance, foresee the consequences of possible outcomes, and devise preventative measures. They have a forward-looking mindset and are ready to modify their plan of action in response to any changes in the environment.

In addition to this, resilient leaders are experts at handling ambiguity and complexity, navigating through murky waters, and coming up with inventive solutions to problems. They are able to function well in conditions where predictability is lacking and are able to negotiate difficult circumstances while maintaining composure and fortitude. They maintain their concentration and resourcefulness, and they look for possibilities in the face of hardship. They do not allow themselves to be overcome by uncertainty.

Strong emotional intelligence is another trait that resilient leaders possess in abundance. This enables them to successfully control their own emotions as well as comprehend the emotions of others. They are capable of maintaining their composure and calmness in the face of adversity, therefore serving as a source of consistency and confidence for their teams. They are able to assist their staff in navigating hard conditions and maintain high levels of motivation and productivity by cultivating a work atmosphere that is supportive and empathic. In addition to this, resilient leaders are masters of both communication and teamwork. They maintain an active dialogue with many stakeholders, including as workers, customers, and partners, in order to cultivate a feeling of cohesion and a common goal. They are able to successfully coordinate their efforts, collect a variety of opinions, and make choices that take into account the well-being and interests of everyone engaged because they keep the lines of communication open and transparent. In the context of luxury hotel businesses situated in Thailand, resilient leaders play an essential part in ensuring the long-term success and sustainability of the organisations, particularly during times of crisis or upheaval.

This is because resilient leaders are able to bounce back quickly from adversity and continue to move the organisation forward. They are able to handle obstacles such as natural catastrophes, political instability, and economic shocks because they exemplify adaptability, flexibility, strategic thinking, emotional intelligence, and effective communication. They are able to make rapid adjustments to their ideas, come up with creative solutions, and mobilise their troops in order to prevail over challenges. Leaders that are able to withstand adversity are also aware of the significance of never-ending education and development. They encourage experimentation inside the company, view failure as a valuable learning opportunity, and promote a growth mentality in order to cultivate a culture of resilience within the organisation. Because of this, the organisation is able to adapt and advance, so increasing its capability to deal with upcoming issues in a more efficient manner.

In conclusion, Adaptability, flexibility, strategic mindset, emotional intelligence, and strong communication skills. Resilient leaders may successfully lead their employees, cultivate a culture of resilience, and ensure the long-term sustainability and expansion of luxury hotel firms in Thailand if they adopt these characteristics and use them in their leadership style.

2.2.18 IMPACT OF RESILIENT LEADERSHIP ON ORGANISATIONAL RESILIENCE

It has been emphasised that resilient leadership is essential in order to strengthen the resilience of an organisation in the face of crises and disruptions. According to research conducted by Patterson et al. (2009), resilient leaders are able to make major contributions to the resilience of their organisations through the promotion of adaptive behaviours, the development of strong connections, and the maintenance of stability in the face of adversity. One of the ways in which resilient leadership may improve the performance of an organisation is by making it possible for the organisation to quickly recover from crises and interruptions. Businesses are able to mitigate the negative impacts that crises have on their operations and continue to provide high-quality customer service if they quickly adjust to changing conditions and put effective reaction plans into action. In order to successfully steer their organisations through periods of upheaval, resilient leaders are adept at anticipating new obstacles, organising available resources, and making quick judgements. Because of their capacity to anticipate challenges and find solutions to them, organisations may recover from setbacks more rapidly and go back to business as usual, therefore reducing the amount of money lost and the harm done to their reputations. In addition, resilient leadership may aid firms in cutting costs by enabling better risk management and minimising the incidence of disruptive events. This can help reduce the likelihood of costly disruptions.

Leaders that are resilient make a priority out of risk assessment and the implementation of preventative steps to lessen the effects of probable dangers. They reduce the possibility of interruptions as well as the impact they have on the organisation by cultivating a culture of proactive risk management and contingency planning. As a result, the organisation is able to save time, resources, and money. This preventative strategy not only ensures the continuity of the organisation, but it also makes possible the strategic investments and development prospects that are essential to the organization's success in the long run. In addition, research demonstrates that resilient leadership may improve employee well-being and engagement, which in turn has a good influence on the performance of the organisation (Giustiniano et al., 2020). Resilient leaders have the capacity to offer employees with a sense of stability and safety during times of uncertainty, therefore lowering stress and anxiety and raising morale. They are skilled communicators who keep staff informed, motivated, and in line with the aims of the organisation. Additionally, resilient leaders cultivate a culture that is characterised by trust and cooperation, which increases the level of employee engagement and drive. In a supportive work environment, resilient leaders create an atmosphere in which workers feel valued, heard, and linked to the organization's goal through delegating authority to employees, promoting open communication, and including those employees in the decision-making processes. In turn, this leads to greater productivity, innovation, and work happiness, which all contribute to an improvement in the performance of the organisation as a whole.

In conclusion, resilient leadership is an essential component in the process of strengthening the resilience of an organisation during times of crisis and upheaval. Leaders who are resilient make significant contributions to the success of their organisations by facilitating a speedy recovery, lowering costs via efficient risk management, and improving employee well-being and engagement. Resilient leaders establish a resilient organisational culture that is able to survive difficulties and capitalise on opportunities by encouraging adaptable behaviours, building strong connections, and sustaining stability. Long-term success and sustainable performance for the organisation are the consequence of their proactive approach to crisis management as well as their capacity to motivate and encourage personnel.

2.2.19 CRITICISMS AND LIMITATIONS OF RESILIENT LEADERSHIP

The adoption of resilient leadership is not without its share of critiques and limits, despite the fact that it may have certain potential benefits. According to Ferdig (2007), one of the most significant criticisms is the possibility for conflict between short-term crisis management and long-term strategic planning. A number of academics believe that if organisations place an excessive amount of attention on short-term crisis management, they are more likely to lose sight of their long-term sustainability and success. It is not always easy to strike a balance between the imperative of immediately responding to emergencies and the necessity to concentrate on long-term goals and objectives. Leaders that are resilient need to be able to negotiate this conflict and make sure that their actions are in line with the overarching strategic direction of the organisation.

The difficulties associated with putting resilient practices into action within the hospitality sector represent yet another barrier. It may take some time to adequately plan for and respond to disruptions because the industry is characterised by high levels of unpredictability as well as complexity and volatility. There is also the possibility of resistance to change inside organisations, which is especially possible in situations in which the change involves a considerable shift in either the thinking or the culture of the organisation. In addition, there may be worries over the expenses connected with the implementation of resilient practices, such as investing in new technology or training employees. It's possible that some stakeholders need to be persuaded of the benefits of spending resources in becoming ready for potential disruptions in the future.

In spite of the criticisms levelled and the constraints placed on the hospitality business, resilient leadership continues to be essential. Businesses that adopt resilient practices may be better prepared to deal with unanticipated shocks and disruptions, which may result in improved results for the company's employees, customers, and other stakeholders. Leaders that are resilient are able to proactively recognise possible threats and devise measures to reduce the effect of such threats. They foster an environment that is open to change, engages in lifelong education, and encourages creative problem-solving, which helps organisations to overcome obstacles and emerge more powerful.

Resilient leaders assure the continued sustainability and success of their organisations by keeping a long-term view, including crisis management in strategic planning, and planning for the organization's future. As a result, it is essential for leaders in the sector to give serious consideration to both the critiques and the constraints while coming up with solutions that are robust. They need to handle any possible conflicts and make sure that their activities are in line with the organization's overarching aims while striking a balance between the short-term management of crises and the long-term planning of strategic moves. Leaders need to be aware of the difficulties associated with putting resilient practices into action and should strive to overcome opposition to change by effectively conveying the advantages of the change and including stakeholders in the process. They will be able to cultivate resilience within their organisations and improve their capacity to prosper in spite of disruptions if they take these steps.

2.2.20 APPLICATION OF RL IN THE LUXURY HOSPITALITY BRANDS BASED IN THAILAND

The luxury hotel industry in Thailand is confronted with a myriad of obstacles, such as natural calamities, political instability, and economic unpredictability. The use of leadership practices that promote resilience is absolutely necessary in this setting. It is possible for resilient leaders to assist luxury hotel businesses in Thailand in efficiently responding to crises and disruptions, mitigating risks, and enhancing the resilience of their organisations.

A culture of readiness and resilience is one way that resilient leadership may be applied inside an organisation. This can be accomplished in a number of ways. As part of this process, crisis management plans must be developed, people must be trained, and frequent exercises and simulations must be run to determine whether or not these plans are working effectively. Leaders who foster resilience in their organisations provide an atmosphere in which staff are provided with the training and information they need to deal with unforeseen occurrences. This encourages a proactive rather than a reactive approach to dealing with crises. In addition, resilient leaders are able to inspire creativity as well as adaptation in their followers in reaction to unanticipated events. They inspire people to think creatively and embrace change, which enables the organisation to promptly modify its plans and operations in response to changes in the environment. Even under challenging circumstances, resilient leaders provide their people the ability to take initiative and make decisions that are beneficial to the organization's overall mission and objectives.

Establishing partnerships and working relationships with many external stakeholders is an additional strategy for exhibiting resilient leadership. Businesses in Thailand's luxury hotel industry may strengthen their ability to weather adverse conditions by cultivating fruitful collaborations with various levels of government, communities, and other companies. These partnerships give access to extra resources, areas of expertise, and support networks, all of which have the potential to play an important role in the efficacy of emergency responses.

Collaboration allows for the sharing of information and best practises among organisations, which in turn enables these groups to collaboratively handle difficulties and strengthen their resilience. There is a possibility of challenges being encountered while trying to implement techniques for resilient leadership in Thailand's luxury hospitality industry. The adoption of resilient practises may be hampered by individuals' reluctance to adapt to change, as well as by cultural and resource limitations. It is possible that certain workers or stakeholders will be resistive to new approaches, mainly if these new techniques involve a shift in mentality or disturb established patterns. There is a possibility that cultural variables play a role in determining how resilience is understood and accepted within an organisation. In addition, limitations on resources, such as inadequate financial resources or technical infrastructure, might be a barrier to the successful implementation of resilient practices.

As a result, those in positions of authority are obligated to be aware of these difficulties and to formulate solutions for addressing them. This may require developing methods for effective communication and change management in order to handle resistance to change. In order to connect resiliently practises with the values and conventions of the organisation, it is possible that cultural sensitivity and a grasp of the local environment may be required. In addition, executives should investigate the possibility of forming partnerships and collaborations in order to use the resources and skills available from other sources, so reducing the impact of resource restrictions and improving the organization's resilience.

In conclusion, for Thailand's luxury hotel industry to successfully manage the issues it is confronted with, resilient leadership is absolutely necessary. Resilient leaders may increase the sector's ability to successfully adapt to crises and disruptions by cultivating a culture of readiness, stimulating innovation, and forming collaborations. The long-term profitability and resiliency of luxury hotel enterprises in Thailand may be helped along by adopting leadership techniques that are robust in the face of possible challenges.

2.2.21 INTEGRATED LEADERSHIP

The concept of integrated leadership is still relatively new. It is a strategy that brings together the most important aspects of three distinct types of leadership: transformative, sustainable, and resilient leadership. This strategy places a strong emphasis on the importance of adopting a holistic leadership viewpoint, according to which leaders are expected to address both the internal and external difficulties that their organisations are now facing. Integrated leadership is essential in the context of Thailand's luxury hotel industry because it requires leaders to strike a balance between the requirements of a variety of stakeholders, such as consumers, staff, investors, and the environment. Consequently, integrated leadership is essential. The leaders of an organisation have a responsibility to ensure not only the economic but also the social and environmental sustainability of their respective organisations.

This comprises implementing sustainable practises to minimise the negative impact that activities have on the surrounding environment. Some examples of such practises are responsible procurement, energy conservation, and waste management. In addition, integrated leadership acknowledges the significance of being resilient in the face of unforeseen setbacks and catastrophes. In order to successfully handle obstacles like natural catastrophes, political unrest, and economic unpredictability, leaders need to be well-prepared. For this reason, it is necessary to devise plans for the management of risks, the handling of crises, and the adaptation of organisations. Leaders in the luxury hotel business may improve their companies' long-term survival and performance by incorporating principles of sustainability and resilience into their leadership strategies.

Leaders in Thailand's luxury hospitality business need to have a comprehensive grasp of the many components of integrated leadership as well as the relationships between those components in order to effectively implement integrated leadership. This includes having an awareness of how important it is to create a vision and purpose that are in line with the concepts of sustainability and resilience. Leaders have a responsibility to engage and inspire their teams by cultivating a culture that values resilience and sustainability and by encouraging their workers' active engagement in the accomplishment of organisational goals.

The implementation of efficient communication methods is another essential component of integrated leadership. It is the responsibility of organisational leaders to ensure that both internal and external stakeholders are aware of the organization's dedication to sustainability and resilience, as well as to promote openness and accountability. In addition, leaders are obligated to set up efficient channels for feedback and cooperation, which will allow various stakeholders to share their thoughts and concerns.

In conclusion, integrated leadership is an all-encompassing method that incorporates aspects of transformative, sustainable, and resilient leadership. Integrated leadership is absolutely necessary in the luxury hotel business in Thailand since it helps to strike a balance between the requirements of a wide variety of stakeholders and ensures the long-term viability and resiliency of organisations. Leaders of organisations have the ability to steer their companies in the direction of a more unified and prosperous future by embracing environmentally friendly business practices, cultivating an engaged workforce, and developing efficient communication methods.

2.2.22 INTERACTIONS AMONG LEADERSHIP STYLES

Understanding the efficiency of integrated leadership within the luxury hospitality business in Thailand requires having a solid understanding of how different types of leadership interact with one another. The leadership styles of transformational leadership, sustainable leadership, and resilient leadership are not mutually exclusive, and the interaction between these types is essential to maximising performance and encouraging beneficial results. It is possible to combine the ideas of transformational leadership with sustainable leadership. Transformational leadership is recognised for its capacity to inspire and encourage employees. This integration gives workers a feeling of purpose and strengthens their commitment to being environmentally and socially responsible by motivating them to work towards achieving the company's sustainability goals. Transformational leaders are those who are able to successfully explain the significance of sustainability, enable people to offer original ideas, and establish a common vision of a future that is sustainable.

In a similar context, transformative leadership may include elements of resilient leadership in its overall structure. Leaders that are resilient have the capacity to foresee and respond to disturbances, adapt to changing conditions, and maintain the stability of their organisations. Transformational leaders may build a proactive mentality in their employees by adding components of resilience into their approach to leadership. This helps employees become more prepared for difficult situations and improves their capacity to successfully traverse adversity.

The combination of all three types of leadership concerning transformational, sustainable, and resilient which results in the construction of an all-encompassing leadership strategy that improves the operational efficiency of Thailand's premium hotel and resort brands. Motivating employees to consider the long-term effects of their activities on not just the organisation as a whole but also on the environment and society may be accomplished through integrated leadership. It promotes a more holistic approach that is more concerned with long-term development and achievement than with short-term profit maximisation. Integrated leadership is also beneficial to organisations because it helps them anticipate and prepare for changes and disruptions, as well as respond to them and adapt to them. It gives executives the ability to adopt a strategic approach that takes into account the repercussions their actions will have on the environment and society while also ensuring that they are in line with the long-term goals of the organisation. Luxury hospitality businesses in Thailand have the opportunity to develop a culture that values sustainability, creativity, and resilience if they adopt the concept of integrated leadership. Research into integrated leadership may considerably improve the performance of the luxury hotel business by offering a framework that supports successful leadership practices. This can be accomplished through the provision of an integrated leadership framework. It directs leaders in the process of designing strategies that strike a balance between economic, environmental, and social dimensions, taking into consideration the more far-reaching effects that their actions will have on stakeholders.

Integrated leadership also encourages a culture of responsibility, cooperation, and creativity inside an organisation, which ultimately results in improved organisational performance, a competitive advantage, and the generation of value for the organization's stakeholders.

In conclusion, the combination of transformative, sustainable, and resilient leadership styles is what constitutes integrated leadership in the luxury hospitality business in Thailand. This strategy motivates people, emphasises the importance of sustainability, makes organisations more resilient to crises, and assures long-term success. Through the adoption of integrated leadership, luxury hospitality businesses have the capacity to cultivate a culture that places a premium on sustainability, innovation, and resilience. This, in turn, leads to increased performance, a competitive edge, and the generation of value for stakeholders.

2.2.23 INTEGRATED STRATEGIC LEADERSHIP MANAGEMENT SYSTEM

The purpose of the Integrated Strategic Leadership Management System is to build a cohesive leadership system that is aligned with the organization's goals and ideals by combining a variety of leadership styles with strategic planning and management approaches. This complete approach is known as the Integrated Strategic Leadership Management System. It acknowledges that there is more to leadership than particular styles and methods, and it stresses the significance of combining transformational leadership, sustainability leadership, and resilient leadership in order to attain an all-encompassing comprehension of effective leadership. Strategic planning, which entails creating long-term goals, objectives, and strategies that match with the organization's vision, is at the heart of this method. The organisation now has a road map thanks to the strategic plan, which can also be used as a reference when making decisions.

Another essential part of the Integrated Strategic Leadership Management System is the organisational structure. The implementation of the strategic plan, the promotion of cooperation, and the facilitation of good communication inside the organisation are all goals that are intended to be supported by this. The organisation will be able to produce a unified approach to leadership if it establishes a framework that allows for the integration of many leadership styles. This will allow the organisation to capitalise on the positive aspects of each leadership approach.

The Integrated Strategic Leadership Management System places a significant emphasis on the cultivation of leaders at all levels. The capacities of leaders at every level of the organisation are the primary focus of this initiative, which aims to improve their talents. This involves offering chances for training and growth that cultivate the attributes associated with Transformational Leadership, Sustainability Leadership, and Resilient Leadership. Investing in leadership development allows organisations to establish a pool of competent and flexible leaders who are able to successfully manage difficult issues and drive innovation. This pool of leaders can be used to propel the organisation forward.

The system for integrated strategic leadership management includes performance management as an essential component. Monitoring and analysing the performance of the organisation to determine whether or not it is meeting its goals is entailed in this process. This involves establishing performance criteria, offering consistent feedback, and putting corrective actions into effect whenever they are required. By keeping a careful eye on performance, organisations may locate weak spots, determine where improvements are needed, and implement the required changes to increase their efficiency overall.

In today's high-pressure, fast-paced business world, it is essential for companies that want to maintain their competitive edge to put in place an Integrated Strategic Leadership Management System. It enables businesses to connect their plans and objectives with their leadership styles and management practises, so producing a system that is coherent and successful, and which encourages development, innovation, and sustainability. Through the incorporation of Transformational Leadership, Situational Leadership, and Resilient Leadership, organisations are able to establish an all-encompassing approach to leadership that can meet the myriad of issues and possibilities they confront. By encouraging adaptation, long-term thinking, stakeholder involvement, and resilience, this strategy enables organisations to prosper in a world that is rapidly evolving through the uncertain global economy ahead.

2.2.24 THE CASE-STUDY OF HOSPITALITY LEADER: FOUR SEASONS LUXURY HOTEL BANGKOK



Figure 13: The Four Seasons' Architectural and Interior Lavish Design

It has been proven that Four Seasons Hotels & Resorts is an exceptional hospitality brand that is recognised all over the world for its outstanding customer service and meticulous attention to detail. Even though I do not have access to the most recent information concerning Four Seasons' leadership practises in Thailand, I am able to provide a general overview of how the integration of various leadership practises, such as Transformational Leadership (TL), Sustainability Leadership (SL), and Resilient Leadership (RL), can produce a business model that is both sustainable and resilient in the luxury hospitality industry. It is common practice at Four Seasons to equate transformational leadership with the company's focus on inspiring and encouraging staff members to provide exceptional experiences for guests. A culture of service excellence may be attributed to the company's emphasis on leadership that inspires workers to embrace the company's fundamental values and helps to cultivate a common vision for the company's future. At Four Seasons, transformational leaders establish rigorous criteria for employee performance, then provide guidance and support to encourage team members to go above and beyond what is required of them. Leadership in sustainability is an additional essential component of the strategy taken by Four Seasons. The business is aware of the importance that sustainable practices have in the luxury hotel sector, and it has launched a number of different projects in order to reduce the amount of damage it does to the environment. This involves ethical procurement, responsible waste reduction and energy saving, as well as interaction with the local community.



Four Seasons Hotel Bangkok at Chao Phraya River

A riverside urban resort in the heart of Bangkok featuring world-class dining destinations



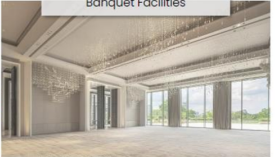






	Room	F&B Outlets	Banquet Facilities
Land area			
Room			
Food and Beverage			
Banquet facilities			
			
			
			
			
			

Figure 14: The Key Data of Four Seasons Hotel Bangkok at Chao Praya River

Four Seasons exhibits its dedication to the preservation of the environment, enhances its brand image, and attracts visitors who are environmentally sensitive by incorporating sustainability practises into its business operations. Given the potential for change that exists within the premium hotel business, Four Seasons recognises the need of developing a resilient leadership team. In order to maintain business operations and guarantee that customers are satisfied, the corporation places a strong emphasis on strategic planning, risk management, and crisis response. The resilient executives at Four Seasons exhibit flexibility, agility, and the capacity to overcome uncertainty, which enables the organisation to successfully react to unanticipated occurrences, recover fast, and continue to provide excellent service.

The goal of combining TL, SL, and RL principles at Four Seasons is to develop a holistic leadership strategy that places a premium on providing excellent guest experiences, maintaining a sustainable environment, and being resilient in the face of adversity. The executives of the organisation place an emphasis on long-term success while also taking into consideration the influence on the environment, the community, the visitors, and the workers.

2.2.25 TRANSFORMATIONAL LEADERSHIP IN FOUR SEASONS LUXURY HOTEL BANGKOK

The Four Seasons Hotel and Resort in Thailand is well-known for its strong features of transformational leadership, notably in its approach to staff development, customer service, and innovation in the hospitality industry. The hotel makes every effort to cultivate a productive and pleasant working atmosphere, one in which workers are encouraged and inspired to perform to the best of their abilities. In accordance with the tenets of transformational leadership, programmes and initiatives for leadership development are put into place to help individuals realise their full leadership potential and improve the way they contribute to the overall success of the organisation. When it comes to providing excellent customer service, Four Seasons lays a significant focus on going above and beyond the expectations of guests and producing experiences that will be long remembered. The staff members are instructed to be sensitive to the demands of the visitors and are given the authority to go above and beyond in order to provide great service.

LEARNING & CAREER DEVELOPMENT

Our approach to Learning & Development ensures our employees feel confident and prepared to be their very best. Whether you are creating a creative cocktail, checking in an excited group for a wedding, or supporting our critical business functions, you will have the tools, motivation, and support to become the best craftsperson, leader, and/or business partner possible.

Four Seasons offers a place for you to grow an amazing career. Our career paths provide many options for growth, and the opportunity to try many different roles and functions. Our global portfolio provides an amazing opportunity to work around the world, or the option to grow your career locally, while learning from some of the best in the industry.

Learning and growth offerings include:

- A learning professional at each property to drive employee development
- World-class onboarding and on-the-job training
- Luxury service delivery training
- A suite of managerial and executive development programs
- Global Task Force opportunities, offering short-term assignments in other locations
- A large suite of digital learning including internal virtual courses, LinkedIn learning, eCornell, and virtual coaching
- A competitive tuition reimbursement program, allowing employees to pursue formal learning
- Educational partnerships with academic leaders including Cornell School of Hospitality Management, and École Hôtelière de Lausanne

Figure 15: Learning and Career Development at Four Seasons Hotel and Resort

This strategy is a reflection of the transformational leadership style, which encourages staff to offer great service and gives them the autonomy to make choices that put the needs of guests first. The hotel's dedication to innovation is another example of the transformative leadership shown by the establishment. The hotel exhibits its commitment to adapt to evolving consumer demands and to remain ahead of the competition by adopting new technology and providing a mobile application that promotes visitor comfort and accessibility. This forward-thinking strategy adds to the hotel's reputation for excellence and has a favourable influence on the experience that it provides for guests. The culture of the Four Seasons Hotel and Resort in Thailand has been shaped by the transformational leadership practises that are used by the hotel.



Figure 16: Four Seasons Hotel and Resort Ranks High in Guest Satisfaction

As a result of these practices, the hotel has established an environment in which the happiness of guests is regarded as the highest priority. Employees are given the authority to make choices that put the requirements of guests first, which results in an experience that is warm and individualised. This dedication to ensuring that guests have a positive experience has been rewarded with excellent rankings in polls measuring satisfaction levels as well as a plethora of honours for the hotel.

In addition, the Four Seasons Hotel and Resort Thailand place a strong emphasis on both sustainable practises and resilient leadership, both of which contribute to an overall improvement in the quality of the experience provided to guests. The commitment of the hotel to environmental preservation and participation in the local community helps to create an atmosphere that is both eco-friendly and secure, which the guests enjoy and which contributes to their overall pleasure with the hotel. The Four Seasons Hotel & Resort Thailand successfully utilises the concepts of transformational leadership in order to cultivate innovation, provide great customer service, create a happy work environment, and place a priority on the enjoyment of guests.

2.2.26 SUSTAINABILITY LEADERSHIP IN FOUR SEASONS LUXURY HOTEL BANGKOK

Through its dedication to a wide range of sustainability projects and practises, the Four Seasons Hotel and Resort in Thailand exemplifies significant leadership in the field of sustainable tourism. The hotel's commitment to environmental stewardship is shown in the certifications and prizes it has received in recognition of its sustainable practises. The Four Seasons Hotel and Resort in Thailand places a significant emphasis on the saving of energy. The hotel has adopted a number of different energy-saving measures, such as the use of energy-efficient lighting and HVAC systems, the incorporation of motion sensors and timers, and the use of renewable energy sources such as solar power. These actions have resulted in a considerable reduction in the hotel's carbon footprint and serve as an example of the hotel's dedication to providing environmentally responsible hospitality.

The hotel places a strong emphasis not only on the management of waste but also on the reduction of waste. The Four Seasons Hotel and Resort in Thailand takes steps to reduce the amount of trash it generates, such as using environmentally friendly packaging and instituting a complete waste management programme that includes recycling, composting, and the correct disposal of hazardous material. These methods may be found at the resort. These activities help to the hotel industry's movement towards a waste management system that is more environmentally friendly. The hotel lays a priority on ethical and environmentally responsible methods of sourcing and purchasing. The Four Seasons Hotel and Resort in Thailand gives back to the community while simultaneously reducing the negative effects on the environment that are caused by transportation by forming partnerships with local businesses that are committed to sustainability. Additionally, the hotel places a high priority on the usage of sustainable and organic food items in its restaurants. As a result, the hotel is able to provide its guests with more nutritious eating alternatives while simultaneously decreasing the property's overall ecological imprint.

In addition, the Four Seasons Hotel & Resort in Thailand is committed to actively promoting environmental awareness and education on sustainability among both its guests and its workers. The hotel offers guests with information on sustainable practices and invites them to engage in programmes that attempt to reduce the amount of trash produced as well as the amount of electricity and water that is used.

Training programmes that focus on sustainability for workers help to cultivate a culture of sustainability within the organisation. This helps to ensure that concepts of sustainability are incorporated into day-to-day business activities. The Four Seasons Hotel and Resort in Thailand is committed to reducing the negative effects it has on the local ecosystem and fostering environmentally conscious business practices throughout the luxury hospitality sector, and it demonstrates this dedication via its leadership in the field of sustainability. A more sustainable and eco-conscious guest experience may be achieved via the hotel's activities in energy saving, waste management, sustainable sourcing, and sustainability education. These initiatives also serve to set a good example for the industry as a whole.



Figure 17: The Performance Highlights of Four Seasons ESG Efforts

The case study of Four Seasons Hotels and Resorts presents an illuminating exploration of their transformative journey towards sustainable operations, highlighting the effectiveness of responsible business practices in the hospitality industry. This research delves into their comprehensive sustainability strategy, which encompasses three key dimensions: sustainable construction, local connections, and environmental footprint reduction. The integration of sustainability principles into the design and construction of their properties exemplifies their commitment to environmentally responsible practices. By engaging sustainability consultants, Four Seasons has successfully shifted its approach to building, resulting in energy-efficient structures and the increased utilisation of sustainable materials.

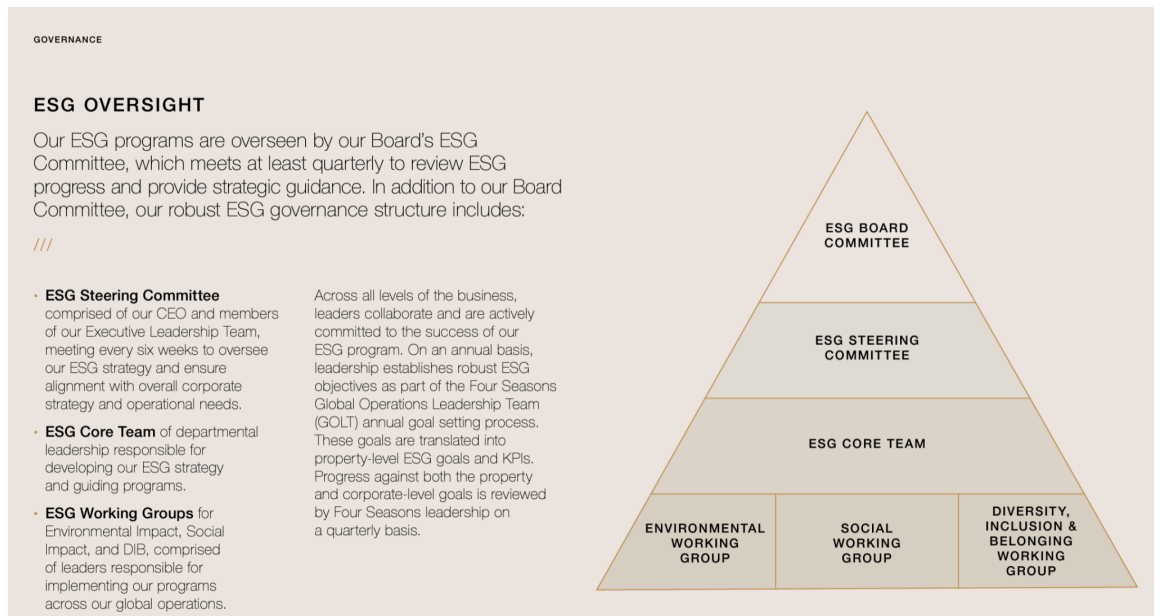


Figure 18: The ESG Oversight of Four Seasons

Furthermore, their emphasis on energy efficiency measures and carbon reduction initiatives at the Four Seasons Hotel Hampshire showcases the efficacy of localised sustainability efforts. This approach highlights the importance of tailoring sustainability initiatives to specific locations, taking into account local needs and available resources. In addition, Four Seasons demonstrates a strong commitment to minimizing its environmental footprint through various initiatives. Notable examples include the implementation of on-site wastewater treatment at the Four Seasons Resort Langkawi, their concerted efforts to eliminate single-use plastics, and their partnership with the World Wildlife Fund to reduce food waste at the Four Seasons Hotel George V, Paris.

The pivotal role of human resources in the execution of Four Seasons' sustainability strategy is also evident. Through employee education and engagement, the organization harnesses the power of its workforce to actively contribute to sustainability objectives. This research further emphasises that, despite the challenges posed by the COVID-19 pandemic, Four Seasons Hotels and Resorts has remained steadfast in its pursuit of ambitious sustainability targets. Their initiatives not only demonstrate the achievability of such targets but also showcase the far-reaching benefits of sustainable practices for the environment and the broader hospitality industry.

2.2.27 RESILIENT LEADERSHIP IN FOUR SEASONS LUXURY HOTEL BANGKOK

The capacity of Four Seasons Hotel and Resort Thailand to successfully navigate through difficult times has been significantly contributed to by the presence of resilient leadership. In the face of adversity, the hotel's reaction to the COVID-19 epidemic serves as an example of its resiliency and adaptation. To begin, the hotel's contingency plan for dealing with emergencies has been shown to be successful in protecting both its personnel and its customers. The Four Seasons Hotel & Resort Thailand has placed a priority on the health and safety of its stakeholders by enacting stringent health and safety policies, enhancing cleaning procedures, and providing personal protective equipment (COVID-19 Health and Safety Plan, 2020).

In addition, the management team of the hotel has shown excellent communication skills and a strong relationship with both the staff and the customers. During times of uncertainty, providing regular updates and reassurances has been helpful in maintaining trust and confidence. The Four Seasons Hotel & Resort Thailand has been able to keep its reputation for providing great service and ensuring the complete pleasure of its guests by ensuring that it maintains its connectivity and receptivity. In addition, the hotel's resilience has been improved because to the investments made in technology and innovation by the hotel. Because to the implementation of a mobile application, guests are now able to make reservations, ask for services, and place orders for food and drinks straight from their mobile devices (Ramirez, 2022). This has allowed contactless interactions and faster service delivery.

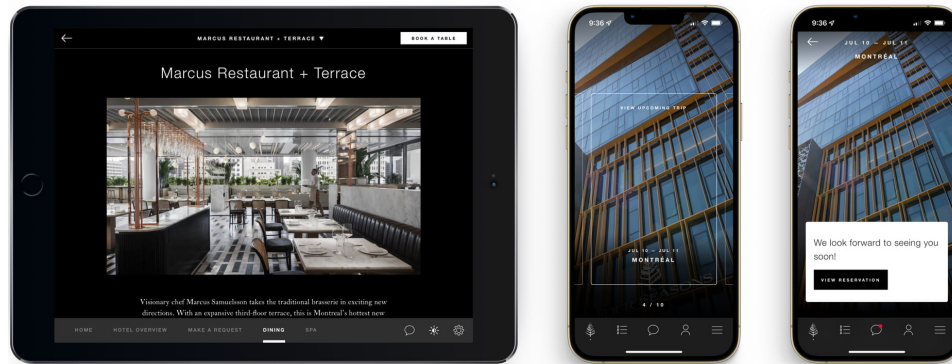


Figure 19: The User-Interface of Mobile Application of Four Seasons

This technological breakthrough has not only enhanced productivity but also assured compliance with the many procedures that have been put in place to create social distance. In addition, as a direct reaction to the fall in the number of people travelling internationally, the Four Seasons Hotel and Resort in Thailand has shown a capacity for adaptation by turning its attention to the local market. The hotel has been able to efficiently maintain its level of business during the epidemic by offering individualised packages and specials to domestic customers. The hotel's capacity to retain a resilient position and proactively adapt to shifting market circumstances is shown by this strategic move. Four Seasons Hotel & Resort Thailand was able to effectively navigate through the hurdles that were given by the COVID-19 epidemic because to the resilient leadership practises that were implemented there. The hotel has proved its resilience and dedication to offering great service and experiences even in times of uncertainty by establishing a comprehensive crisis management strategy, utilising technology and innovation, and adjusting to market changes.

2.2.28 THE IDENTIFICATION OF ORGANISATIONAL EFFECTIVENESS (OE)

Organisational effectiveness (OE) is a comprehensive term that incorporates a variety of definitions and essential notions aimed at understanding how organisations accomplish their goals and objectives while maintaining sustainability and viability. The purpose of this knowledge is to improve organisational performance. Through an analysis of the pertinent scholarly papers, the purpose of this literature review is to provide readers a full comprehension of the efficacy of organisations.

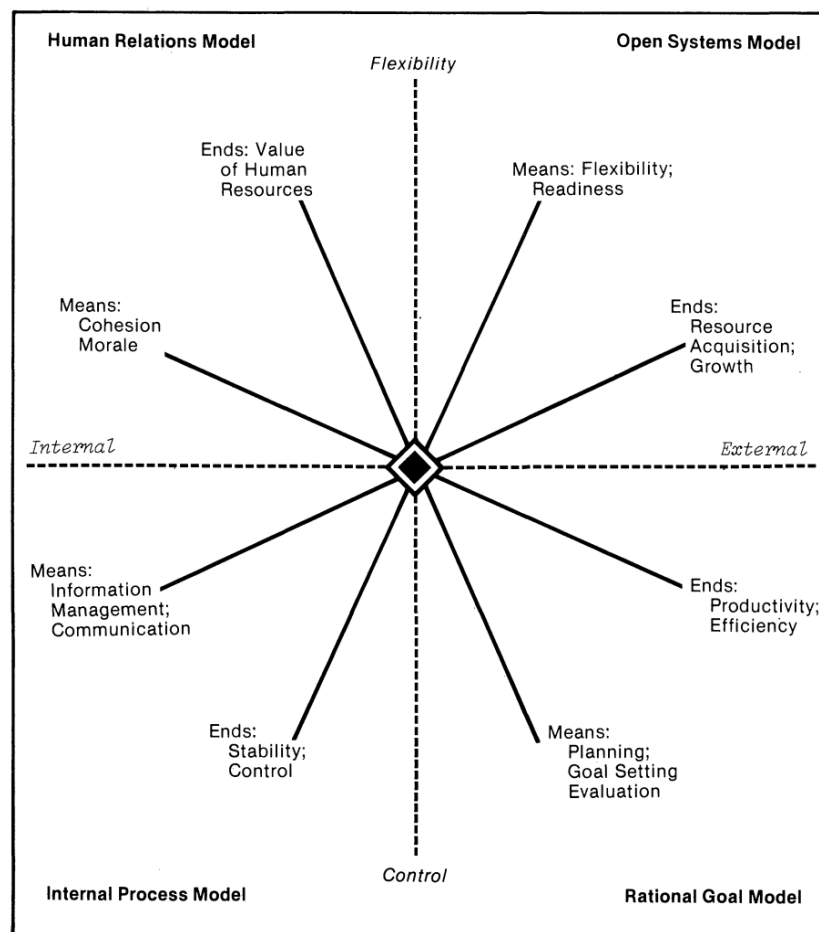


Figure 20: The Four Models of Effectiveness Values

Cameron and Quinn (2011) state that organisational effectiveness (OE) may be defined as the degree to which an organisation accomplishes its goals and objectives while also improving its own viability and sustainability according to the four models of effectiveness values. In a similar vein, Robbins and Judge (2017) define organisational effectiveness (OE) as the degree to which an organisation accomplishes its stated objectives in an efficient, effective, and sustainable manner. These concepts stress the significance of achieving goals, being efficient, and being able to continue operations when evaluating the effectiveness of an organisation.

Effective organisations are characterised by their high levels of efficiency. According to Daft (2018), the importance of goal alignment cannot be overstated. Goal alignment is the process through which successful organisations make certain that both their day-to-day operations and their long-term efforts are in line with their fundamental goals. Because of this alignment, resources are used in the most effective manner possible, and efforts are concentrated on obtaining the intended results.

In order for an organisation to be successful, adaptability and flexibility are both absolutely necessary. Robbins and Coulter (2018) emphasise how important it is for businesses to be able to adjust to shifting market conditions and develop customer requirements. Because of their capacity to react and adapt to both internal and external changes, organisations are able to maintain their competitive advantage and continue to enjoy success throughout time.

The idea of organisational efficiency incorporates a wide variety of qualities and guiding concepts. Because it is so complicated and has so many facets, a complete comprehension of the dynamics of organisations is necessary to fully grasp it. It is possible for organisations to boost their total effectiveness by increasing their performance, being more flexible in the face of shifting conditions, and attaining sustainable success.

2.2.29 THE PHILOSOPHY OF OE THROUGH TL, SL, RL IN BANGKOK-BASED HOSPITALITY

The organisational effectiveness (OE) of hospitality enterprises in Bangkok, Thailand is an essential factor in the city's overall economic prosperity. A combination of leadership styles that places an emphasis on transformation, sustainability, and resilience is becoming more necessary for leaders in these firms as a result of the very competitive nature of the sector and the significance of attaining corporate goals. Leaders are able to construct a complete plan that covers multiple areas of organisational performance and success when they combine the numerous leadership styles that are available to them and integrate them. Within the framework of Bangkok's tourism sector, the effectiveness of the way in which enterprises are structured is an essential factor in determining the level of financial success they enjoy. By adopting an all-encompassing strategy that integrates many leadership styles and places an emphasis on change, sustainability, and resilience, the leaders of these types of organisations may improve not just their level of performance but also their overall degree of success.

One of the several kinds of leadership that are available for use is called transformational leadership. This approach places an emphasis on employee participation, creative expression, and having a common goal for the organisation. Transformational leaders are able to generate high levels of employee engagement by inspiring and motivating their workforce. This, in turn, may lead to increased levels of both staff productivity and customer satisfaction. Another essential component of the hotel business is leadership in the area of sustainable practices. Customers are becoming more ecologically conscientious as a direct result of the growing knowledge of environmental problems. Hospitality firms in Bangkok have the opportunity to distinguish themselves in the market by implementing sustainable practices and exhibiting a commitment to environmental responsibility. These actions are necessary in order to attract clients who are environmentally sensitive.

In a field that is subject to a wide range of obstacles and unpredictabilities, having leadership that is resilient is of equal significance. Even when things are challenging, resilient leaders are able to successfully handle crises and interruptions, ensuring that business as usual is maintained and that customers continue to be satisfied. This capability to adjust and recover rapidly is vital for the efficacy of an organisation as well as its success over the long term. Hospitality organisations in Bangkok may develop a complete strategy that is in line with their organisational goals, boosts employee engagement, and results in enhanced client experiences if they use a variety of leadership styles and incorporate them into their operations.

They are able to prosper in the difficult market climate because to this comprehensive approach that helps them to remain competitive. The efficiency of an organisation is an extremely important factor to think about for hospitality businesses in Bangkok. Leaders have the power to increase their organisations' overall performance, as well as the happiness of their customers and the profitability of their businesses, by integrating several leadership styles that place an emphasis on change, sustainability, and resilience. The integration of these several styles of leadership helps firms to maintain their competitiveness in Bangkok's fast-paced and intensely competitive hospitality sector by providing great experiences to their customers.

2.2.30 THE CONCLUDING SUMMARY OF LITERATURE REVIEWS

The results of this literature review shed light on the important relationship between the various styles of leadership and the level of success achieved in the provision of hospitality-related services in Bangkok, Thailand. The implementation of leadership that is transformational, durable, and resilient is very necessary in order to improve organisational efficacy in this industry. Research has shown that transformational leadership is beneficial to staff performance, overall work happiness, and creative output. The workers are inspired and motivated by this kind of leadership, which also fosters an atmosphere that is supportive of one another at work and exhibits personalised care as well as ethical behaviour. Organisations have the ability to create engaged and motivated people via the adoption of transformational leadership, which in turn leads to enhanced performance and experiences for customers.

Leadership in sustainability is very necessary in order to cultivate ecologically and socially responsible cultures within hospitality organisations. It entails involving various stakeholders, supporting sustainable business practices, contributing to financial performance, enhancing good brand image, and acquiring new customers. Organisations have the potential to improve their reputations, increase the number of consumers who are environmentally concerned, and make significant contributions to sustainable development if they incorporate concepts of sustainability into their leadership practices.

The development of adaptation, proactivity, and efficient crisis management are all fostered by resilient leadership, which enables organisations to function well in circumstances that are both complex and unpredictable. Leaders that are resilient are able to handle interruptions and successfully react to crises, which ensures the continuation of the organisation and the happiness of its customers. Organisations have the ability to improve their resilience, lessen the effect of disruptions, and keep their competitive edge if they adopt a leadership style that is resilient. The combination of these distinct approaches to leadership results in the formation of a holistic strategy that is capable of addressing a wide range of concerns about the effectiveness and achievement of the organisation. The practical application and impact of integrating multiple leadership styles in the management of hospitality organisations in Bangkok should be the primary subject of future research. This topic should be the focus of future studies. It is also very important to investigate the precise processes that are responsible for the influence that certain leadership styles have on the efficiency of organisations.

CHAPTER III: METHODOLOGY

3.1 OVERVIEW OF THE RESEARCH PROBLEM

The discussions that occurred during the Thailand Tourism Forum 2023 focused light on the considerable problems that are faced by those in leadership positions in the hospitality industry in Bangkok, Thailand. It should come as no surprise that leadership practises need to be rethought and reorganised in order to accommodate the ever-changing needs of the market and the advances in technology. Participants in the sector stress the significance of blending traditional Thai design with contemporary hotel technology in order to fulfil the requirements of tourists.

On the other hand, the current circumstance creates challenges, such as a sluggish adaptation of the government to advances in technology, which leads to ineffective services and a standstill in economic advancement. This is a problem since it slows down the expansion of the economy. In addition, the hospitality sector struggles with a lack of creativity in the integration of traditional Thai aesthetics into contemporary hotels as well as the development of efficient management practices. Because of these difficulties, it is more difficult for firms in the hospitality industry to realise their full potential and connect with their clients. Additionally, premium hotel companies in Bangkok have extra hurdles due to political unpredictability as well as a deteriorating brand image, which has a detrimental influence on the tourist industry. It is necessary to provide effective solutions for leadership in order to maintain stability and appeal to visitors.

In order to effectively manage these complicated concerns, it is vital to conduct an in-depth review of the tactics used by hospitality executives. The emphasis should be on reevaluating the processes that are now in place and establishing new methods that make use of technological advancements, cultural innovations, and managerial systems that are effective. The government of Thailand has to acknowledge the significance of making financial investments in the hospitality sector and developing management techniques that are suitable for the requirements of the modern day. Through its findings, this study hopes to make a significant contribution to the formulation of a powerful leadership model that is suitable for use on a regional as well as a worldwide scale. In order to identify answers to the particular problems that luxury hotel firms in Thailand are now facing, integrated leadership techniques including transformational leadership, sustainable leadership, and resilient leadership will be studied.

The purpose of this study is to come up with a comprehensive leadership approach that improves not only organisational performance but also the level of employee engagement and customer happiness. This will be accomplished through doing research on the qualities and advantages shared by various leadership methods, as well as the ways in which they might be combined. The findings of this research will contribute to the existing body of knowledge on integrated leadership research, providing valuable insights and recommendations for organisations in the luxury hotel industry in Thailand, as well as other businesses facing similar challenges in a dynamic business environment. This research was conducted in Thailand.

3.2 OPERATIONALISATION OF THEORETICAL CONSTRUCTS

Within the context of the hospitality industry in Bangkok, Thailand, this dissertation will make use of quantitative research approaches in order to operationalize the theoretical constructs of transformative leadership, sustainable leadership, and resilient leadership. Because tourism is such an important component of Bangkok's economy, the research will concentrate on the hospitality industry. In order to capture the multidimensional character of the leadership constructs, the doctorate candidate will be developing thorough measuring scales based on recently published research as well as theoretical frameworks. In order to construct these scales, quantitative research methods will be used. Additionally, current instruments will be included, and any required alterations will be made to guarantee that the scales are acceptable for the particular circumstances of the hotel business in Bangkok, Thailand. The scales will include the most essential characteristics and indications that are connected to the various leadership constructs. A survey questionnaire that has been properly constructed will be given to a sample that is intended to be representative of hotel executives who are employed in Bangkok. An appropriate process will be used to choose the sample in order to guarantee variety and accurate representation of the population.

The data that were obtained will be subjected to exhaustive statistical analysis that will focus on quantitative methods. For the purpose of providing an overview of the variables and summarising the features of the sample, descriptive statistics will be used.

In this research, the doctorate candidate is going to investigate the links between the theoretical constructs and the other focal variables by using inferential statistical approaches such as correlation analysis, regression analysis, and structural equation modelling. The doctorate candidate will make use of the statistical methods that are most suitable for putting the research hypotheses to the test in light of the aims of the study.

To assure the accuracy of the measuring scales and their continued dependability, stringent processes will be put into place. Both the suitability of the measuring model and the validity of the constructs will be tested, with exploratory factor analysis serving as the first step and confirmatory factor analysis serving as the second. This dissertation's objective is to present a complete and empirical knowledge of leadership practices in the hotel industry in Bangkok. The doctorate candidate seeks to employ quantitative research approaches, operationalize theoretical concepts through comprehensive measurement scales, contribute to the existing body of research, offer insights into leadership practices in the industry, and have practical implications for enhancing organisational effectiveness and promoting sustainable development.

3.3 RESEARCH PURPOSE AND QUESTIONS

The goal of this doctorate project is to explore the impact that transformational leadership, sustainable leadership, and resilient leadership play in rethinking and rewiring the hospitality business in Bangkok, which is located in Thailand. The purpose of this research is to get an understanding of how these leadership techniques may be leveraged to solve the issues that are now being experienced by the hospitality industry, to enhance the effectiveness of organisations, and to contribute to the growth and development of the sector, which formulated research questions as follows.

Research Question 1: What influence do Transformational Leadership (TL) methods have on organizational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

Research Question 2: What influence do Sustainability Leadership (SL) methods have on organizational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

Research Question 3: What influence do Resilience Leadership (RL) methods have on organizational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

3.4 RESEARCH DESIGN

The investigation utilises a quantitative research technique that is consistent with a logical method of inquiry. A systematic questionnaire will be used to gather numeric data, which will then be subjected to statistical analysis in order to investigate the correlations that exist between the variables of interest. In the hospitality business, the purpose of this research is to collect empirical data to either support or deny current ideas and assumptions about the influence of leadership practices on organisational performance. To investigate the roles of transformational leadership, sustainable leadership, and resilient leadership in the hospitality industry of Bangkok, Thailand, a quantitative approach will be used. This will make it possible to collect and analyse numerical data in order to effectively address the research questions and accomplish the research goals. In this research, a non-experimental correlational associative approach was used to evaluate the link between transformational leadership, sustainability leadership, resilience leadership, and organisational effectiveness. The purpose of this study was to determine whether or not there is a correlation between these three types of leadership and organisational effectiveness. The design of the research, which was not experimental, made it possible to analyse the variables and the statistical correlations between them without taking into account any extraneous factors. Using data collected from a single set of participants, the doctorate candidate investigated the links between different factors by measuring the correlations between the three variables and exploring the interactions between pairs of variables.

The research strategy was appropriate for investigating correlations in situations that occur naturally, and it was backed up by a theoretical or research-based basis that allowed the researchers to assume the existence of a correlation or relationship. For the purpose of data gathering, validated surveys as well as databases were used; they included both categorical (ordinal/nominal) and continuous (interval/ratio) variables. Tests of correlation and association were used in the analysis of the data. In this particular investigation, pre-experimental designs such as the One Shot Case Study design or quasi-experimental designs were not used since these types of designs did not correspond with the goals of the research. Instead of performing group therapies or comparing pre- and post-treatment measurements, the emphasis was placed on investigating the connections between the participants. Because there was no reason to anticipate that there would be a predictive connection in this investigation, the correlational-predictive design was not appropriate. A survey that takes a cross-sectional approach will be used to collect data for the study, and it will be administered to hotel industry executives in Bangkok. The doctorate candidate will build a well-structured questionnaire with validated scales and questions pertaining to transformational leadership, sustainable leadership, resilient leadership, technology adoption, the inclusion of traditional Thai design, efficient management systems, and organisational effectiveness. This questionnaire will be used to measure the effectiveness of organisations. The survey will be sent out to a sample that is representative of hospitality executives.

This will ensure that there is a varied representation of hospitality executives from a variety of hotels and jobs. In order to guarantee enough representation from all of the hotel industry's subfields, we will be using a stratified sample technique. In order to conduct an analysis of the data that was gathered, quantitative statistical methods will be used. In order to explain the demographic features of the participants and the variables of interest, descriptive statistics will be used. These statistics include the mean, the standard deviation, and the frequency distributions. The use of inferential statistics, such as correlation analysis and regression analysis, will be used in order to investigate the connections and linkages that exist between the various variables. In order to increase the rigour and validity of the study, several steps will be taken to guarantee the dependability of the research instruments and the generalizability of the findings. In order to evaluate the reliability and validity of the questionnaire, a preliminary test will be carried out. Ethical concerns will be addressed, and participants' informed permission will be acquired from them before the study is carried out. The study will be conducted in accordance with ethical standards and principles, maintaining participants' identity and confidentiality. Statistical software programmes such as SPSS will be used for processing and analysing the data in a manner that is both effective and trustworthy. The results will add to the current body of knowledge by drawing attention to the significance of these leadership strategies in improving organisational performance and bringing the hospitality industry into the contemporary era.

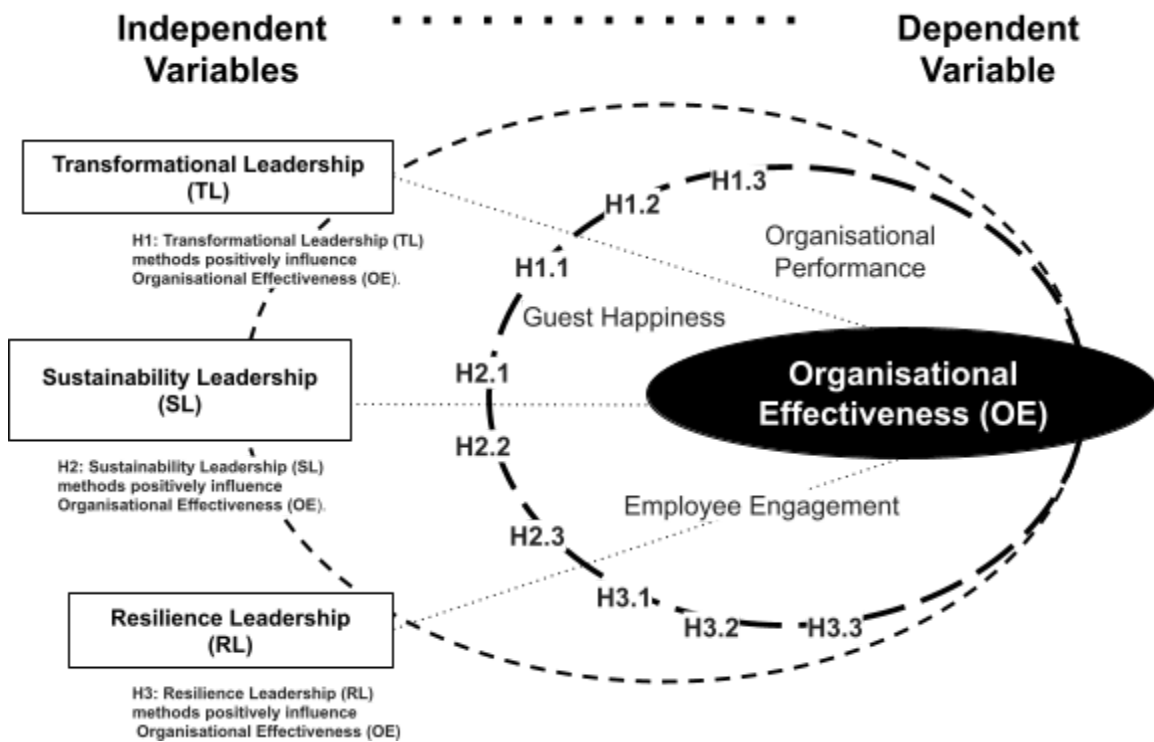


Figure 21: The Research Model of TL, SL, RL, and OE

Research Questions & Hypotheses

Independent Variables: (TL) | Dependent Variables: (OE)

Research Question 1: What influence does Transformational Leadership (TL) have on organisational performance, employee engagement, and guest satisfaction in the hotel industry in Bangkok, Thailand?

H1: Transformational Leadership (TL) positively influences Organisational Effectiveness (OE).

H1.1: Transformational Leadership (TL) positively influences organisational performance.

H1.2: Transformational Leadership (TL) positively influences employee engagement.

H1.3: Transformational Leadership (TL) positively influences guest satisfaction.

Independent Variables: (SL) | Dependent Variables: (OE)

Research Question 2: What influence does Sustainability Leadership (SL) have on organisational performance, employee engagement, and guest satisfaction in the hotel industry in Bangkok, Thailand?

H2: Sustainability Leadership (SL) positively influences Organisational Effectiveness (OE).

H2.1: Sustainability Leadership (SL) positively influences organisational performance.

H2.2: Sustainability Leadership (SL) positively influences employee engagement.

H2.3: Sustainability Leadership (SL) positively influences guest satisfaction.

Independent Variables: (RL) | Dependent Variables: (OE)

Research Question 3: What influence does Resilience Leadership (RL) have on organisational performance, employee engagement, and guest satisfaction in the hotel industry in Bangkok, Thailand?

H3: Resilience Leadership (RL) positively influences Organisational Effectiveness (OE).

H3.1: Resilience Leadership (RL) positively influences organisational performance.

H3.2: Resilience Leadership (RL) positively influences employee engagement.

H3.3: Resilience Leadership (RL) positively influences guest satisfaction.

These hypotheses aim to investigate the impact of different leadership styles on organizational performance, employee engagement, and guest satisfaction in the hotel industry in Bangkok, Thailand.

Transformational Leadership (TL), Sustainability Leadership (SL), and Resilience Leadership (RL) are the three independent variables considered. In each case, the dependent variable is Organisational Effectiveness (OE), which encompasses the overall effectiveness of the organisation.

The hypothesis (H1) for Research Question 1 suggests that Transformational Leadership (TL) practices positively influence Organisational Effectiveness (OE). H1.1 states that TL has a positive influence on organisational performance, H1.2 states that TL has a positive influence on employee engagement, and H1.3 states that TL has a positive influence on guest happiness. The second research question examines the impact of Sustainability Leadership (SL) strategies on Organisational Effectiveness (OE).

According to H2, SL approaches have a positive influence on OE. H2.1, H2.2, and H2.3 state that SL has a favourable impact on organisational performance, staff engagement, and guest happiness, respectively. Research Question 3 investigates the impact of Resilience Leadership (RL) strategies on Organisational Effectiveness (OE). H3 contends that RL approaches have a positive influence on OE. The sub-hypotheses are H3.1, H3.2, and H3.3, which indicate that RL has a beneficial impact on organisational performance, employee engagement, and guest happiness, respectively.

3.5 POPULATION AND SAMPLE

This research study lays a great emphasis on selecting a sample size of fifty executives and leaders working in the hotel sector in Bangkok, Thailand. The city was chosen since it is the location of the study. According to Creswell (2014) and other sources, the research's unique objectives, as well as the statistical factors that were taken into account, led to the determination that a sample size of fifty would be appropriate.

The decision to choose a sample size of fifty hospitality executives assures that the project will be able to be carried out in a realistic way while yet collecting enough data for an informed analysis. Using a bigger sample size would require more resources, more time, and more complicated logistics than using a smaller sample size. According to Babbie (2016), doing research with a sample size of fifty enables rapid data gathering and processing while preserving the validity of the study as a whole.

In addition, a sample size of fifty people has the potential to provide a good representation of the total population that is being researched. Even while it may not be feasible to include every hospitality executive and leader in Bangkok, a well-selected sample has the potential to give significant insights and draw relevant conclusions about the community as a whole. Any sample should be designed with the intention of correctly reflecting the myriad of characteristics possessed by the population it stands for.

In this instance, the sample of fifty hospitality executives and leaders provides a complete insight into the leadership methods used across the industry (Creswell, 2014). This is possible due to the broad diversity of organisations, job titles, and vast cumulative experience among the participants in the sample.

In addition, a sample size of fifty hospitality executives may be sufficient to provide conclusions that are statistically reliable. The degree of trust in the results, the amount of precision that is needed, and the response rate are all critical aspects that influence the accuracy of the statistical analysis. The researcher may guarantee that the sample size of fifty is enough for the statistical tests and analyses by giving these factors due consideration and making sure that they are taken into account when using software such as IBM SPSS Statistics. According to Babbie (2016), the results that were obtained from this specific sample may be extended to the total population of hospitality executives and leaders in Bangkok with a certain degree of confidence. This was based on the fact that the sample was representative of the population. It is essential to recognise that the significance of the population size that was selected is predicated on the degree to which it is congruent with the objectives of the research, the limitations imposed by the practicality of the experiment, and the statistical factors at play. Although a bigger sample size may have been able to produce more trustworthy conclusions, the chosen sample size of fifty is nevertheless significant in that it provides insights into the leadership techniques utilised by hotel executives in Bangkok.

Creswell (2014) and Babbie (2016) state that these findings have the potential to add to the existing body of knowledge as well as the decision-making processes in the hotel business. IBM SPSS Statistics, a piece of software that is commonly used for statistical analysis and the administration of data, will be utilised in the process of analysing the data that was obtained. SPSS provides users with a variety of statistical techniques and functions that may be used for the task of conducting data analysis on the quantitative information acquired via the use of structured questionnaires. In order to analyse potential patterns and connections within the data, the analysis will include both descriptive statistics, such as the computation of means and frequencies, and inferential statistics, such as correlation and regression analyses. For example, we will compute the means, and in-depth statistical analyses will be carried out with the help of SPSS in order to acquire insights into many aspects of leadership strategies, such as transformational leadership, sustainable leadership, and resilient leadership. The application of the gathered data to SPSS will result in the discovery of these insights.

The results of this study will improve our knowledge of the present state of leadership practices among hospitality executives in Bangkok. They will also provide useful information for further research and may help to improve leadership development within the industry.

3.6 PARTICIPANT SELECTION

In order to guarantee that the sample of executives drawn from the hospitality firms in Bangkok, Thailand, that was used for this research was as representative as possible, the selection of participants for this study was guided by a set of precise criteria. The participants were selected on the basis of their credentials, job titles, years of experience, the diversity of the organisations they represented, the involvement of individuals from a range of departments, the geographical representation they provided, and their willingness to participate. Participants were required to occupy executive or leadership roles within the hospitality firms they represented, such as general managers, department heads, or directors, which provided the opportunity to get insight into the participants' leadership tactics and decision-making procedures. The sample also included a wide variety of organisations, such as high-end hotels, boutique hotels, resorts, and worldwide hotel chains, in order to get a comprehensive understanding of leadership practices in a variety of settings. In addition, participants represented a variety of departments within the hospitality organisations, such as operations, finance, marketing, human resources, and guest services. This provided a thorough knowledge of leadership methods across a variety of functional areas. In order to account for any regional differences in leadership practises, geographic representation was taken into consideration by choosing participants from a variety of neighbourhoods located inside Bangkok around the areas of Chao Phraya River, Siam, Silom, and Rajchadamri districts.

The doctorate candidate considered conducting a power analysis to determine the appropriate sample size based on the expected effect size and desired level of statistical power (Brown & Davis, 2018). If the effect size is substantial and the statistical power achieved with a sample of 50 is sufficient (e.g., 80% or higher), then the chosen sample size might be justified.

The doctorate candidate considered the sample size of carefully selected fifty hospitality executives based in Thailand (Lee & Garcia, 2019). Since the candidate's research focuses on a specific niche or specialised group of hospitality executives within the leadership management domain, the candidate believed that a sample size of fifty might be acceptable. In addition, if the purpose of the study is to validate or cross-validate already published results or ideas, a sample size of fifty participants can be enough. This is particularly true if prior research has already established the impact size and validity of the measures that will be used (Thompson et al., 2017). For pilot studies, in which a doctorate candidate conducts early research to enhance the study strategy and technique (Mitchell & Wilson, 2019), it may be suitable to use a sample size of fifty participants in some instances. However, it is vital to understand that generalising the results from a smaller sample to a wider population of hospitality executives may offer problems to the study's external validity, and care should be taken when interpreting such findings (Jones et al., 2022).

3.7 INSTRUMENTATION

This survey aims to investigate the impact of various leadership styles (transformational leadership, sustainability leadership, and resilience leadership) on organisational performance, staff engagement, and guest satisfaction in Bangkok's hotel industry. The survey's goal is to collect information about participants' perceptions of the impact of these leadership styles on various areas of their companies. The survey begins by gathering demographic information, such as age, gender, and years of hospitality experience. This data will aid in analysing replies based on various participant attributes. The study then focuses on transformational leadership (TL) and its impact on organisational performance. Participants are asked to rate how much they believe TL approaches positively influence organisational performance. They are also invited to rank their hotels' current organisational performance. The purpose of this section is to examine participants' perceptions of the influence of TL on organisational performance. The survey goes on to discuss the impact of TL on employee engagement. Participants are asked to rate how much TL approaches positively promote employee engagement in their firms. They are also invited to rate their organisations' level of employee involvement.

The purpose of this section is to learn about participants' thoughts on the relationship between TL and employee engagement. The survey then investigates the impact of TL on guest happiness. Participants are asked to rate how much they believe TL practices influence hotel guest contentment. They are also asked to rate the level of customer satisfaction at their establishments.

This section aims to investigate participants' perceptions of the impact of TL on guest contentment. Following that, the survey has a similar framework for sustainability leadership (SL) and resilience leadership (RL). Participants are asked to rate how much they believe SL and RL strategies improve organisational success, staff engagement, and guest enjoyment in their enterprises. They are also asked to rate current organisational performance, employee engagement, and visitor satisfaction. In the hotel business in Bangkok, the purpose of this study is to explore the influence that different leadership styles (including transformational leadership, sustainability leadership, and resilience leadership) have on organisational performance, employee engagement, and customer happiness. The purpose of this survey is to gather information regarding the participants' views of the influence of various leadership styles on different aspects of their respective firms. The first step of the survey is to collect demographic information from participants, such as their age, gender, and years of experience working in the hotel industry. This data will help examine the responses depending on the different characteristics of the participants. After that, the research concentrates on transformational leadership (TL) and the effect it has on the performance of organisations. The participants will be asked to assess how strongly they feel that TL techniques positively affect the performance of organisations. They are also encouraged to rate the overall organisational effectiveness of their own hotels. This section's objective is to investigate how participants understand the impact that TL has on the performance of organisations. The next topic covered in the study is the influence that TL has on the level of employee engagement.

The participants are given a rating scale to determine the extent to which TL techniques positively boost employee engagement in their respective organisations. They are also asked to evaluate the amount of employee participation in their firms. This section's objective is to elicit the participants' perspectives on the nature of the connection that exists between TL and employee engagement. The next step of the study is to analyse the influence that TL has on the happiness of guests. The participants will be asked to assess how much of an impact they feel TL practises have on the satisfaction of hotel guests. They are also questioned on the amount of client satisfaction that may be expected at their respective businesses. The purpose of this section is to study the participants' impressions of the influence that TL has on the satisfaction of guests. After that, the questionnaire provides a paradigm that is analogous to both resilience leadership (RL) and sustainability leadership (SL). The participants are given a rating scale on which to indicate the degree to which they feel that SL and RL methods increase organisational performance, worker engagement, and guest delight in their respective businesses. They are also asked to assess the performance of the organisation now, as well as the engagement of the employees and the happiness of the visitors. These sections seek to elicit participants' perspectives on the impact of SL and RL on various elements of their organisations. The survey instrument consists of a series of Likert scale and rating scale questions. The Likert scale ranges from "Strongly Agree" to "Strongly Disagree." In contrast, the rating scale provides options such as "Excellent," "Good," "Average," "Below Average," and "Poor" for participants to rate their perceptions.

The survey results will be statistically analysed to determine the degree and importance of these associations and to test the research hypotheses. The study's findings can help us gain a better understanding of the impact of leadership styles on organisational outcomes in Bangkok's hotel industry. These sections seek to elicit participants' perspectives on the impact of SL and RL on various elements of their organisations. The survey instrument consists of a series of Likert scale and rating scale questions. The Likert scale ranges from "Strongly Agree" to "Strongly Disagree," while the rating scale provides options such as "Excellent," "Good," "Average," "Below Average," and "Poor" for participants to rate their perceptions. The survey results will be statistically analysed to determine the degree and importance of these associations and to test the research hypotheses. The study's findings can help us gain a better understanding of the impact of leadership styles on organisational outcomes in Bangkok's hotel industry. The survey questionnaires to measure organisational effectiveness are provided below.

Variables	Measurement items/Questions	Scale/Options	Sources
Age	In which age group do you belong to?	26-35 36-45 46 and above	Doctorate Candidate's Construct
Gender	What is your gender?	Male Female LGBTQ+	Doctorate Candidate's Construct
Experience	What is your years of experience in the hospitality industry?	0-5 6-10 11-15 16-20 More than 21 years	Doctorate Candidate's Construct

TL on OP	Please rate the extent to which you believe transformational leadership methods positively influence the overall performance of your organisation	5-point Likert scale: Strongly Agree Agree Neutral Disagree Strongly Disagree	García-Morales et al. (2008)
TL on EE	To what extent do you believe transformational leadership methods positively influence employee engagement in your organisation?	Strongly Agree Agree Neutral Disagree Strongly Disagree	Nguyen (2020)
TL on GH	To what extent do you believe transformational leadership methods positively influence guest happiness in your hotel?	Strongly Agree Agree Neutral Disagree Strongly Disagree	Stidham (2019)
SL on OP	Please rate the extent to which you believe sustainability leadership methods positively influence the overall performance of your organisation	Strongly Agree Agree Neutral Disagree Strongly Disagree	Kasim (2021)
SL on EE	To what extent do you believe sustainability leadership methods positively influence employee engagement in your organisation?	Strongly Agree Agree Neutral Disagree Strongly Disagree	Sumanasiri (2020)
SL on GH	To what extent do you believe sustainability leadership methods positively influence guest happiness in your hotel?	Strongly Agree Agree Neutral Disagree Strongly Disagree	Sumanasiri (2020)
RL on OP	Please rate the extent to which you believe Resilience Leadership methods positively influence the overall performance of your organisation	Strongly Agree Agree Neutral Disagree Strongly Disagree	Salas-Vallin et al. (2022)

RL on EE	To what extent do you believe Resilience Leadership methods positively influence employee engagement in your organisation?	Strongly Agree Agree Neutral Disagree Strongly Disagree	Wang et al. (2017)
RL on GH	To what extent do you believe Resilience Leadership methods positively influence guest happiness in your hotel?	Strongly Agree Agree Neutral Disagree Strongly Disagree	Pigati et al. (2022)
Organisational Performance	How would you rate the current organisational performance of your hotel?	Excellent Good Fair Below Average Poor	Mihretu & Gopal (2021)
Employee Engagement	How would you rate the level of employee engagement in your organisation?	High Moderate Neutral Low Very Low	Jose & Mampilly (2014)
Guest Happiness	How would you rate the level of guest happiness in your hotel?	Very Satisfied Satisfied Neutral Dissatisfied Very Dissatisfied	Bowen & Chen (2001)

3.8 DATA COLLECTION PROCEDURES

The utilisation of a Google Form as the survey instrument will be the major method of data collecting that will be used for the purpose of this investigation. Participants who are currently employed in the hospitality business in Bangkok will be given preference for participation in the survey. The questionnaire will be sent to key departments of hospitality organisations with headquarters in Bangkok, Thailand. Quantitative information pertaining to a variety of leadership styles, such as transformational leadership, sustainable leadership, and resilient leadership, amongst

others, will be gathered via the use of standardised questionnaires that have been meticulously developed and prepared. In order to quantify significant elements and capture participants' thoughts and experiences, these survey questions will be based on known theoretical ideas and past research. The distribution of the surveys will be determined by the preferences of the participants as well as the practicality of the logistics involved, with possible distribution methods including online distribution and in-person interviews. In order to guarantee that the survey results are representative of the population in question, the sample size will be chosen for the survey based on statistical considerations. Excel spreadsheets will be used to do the necessary calculation, which will take into account the degree of accuracy sought for as well as the anticipated response rate. The goal of this project is to amass a sufficient number of data points from a sizeable sample so that accurate statistical analysis can be performed on the data and the findings can be extrapolated to apply to the wider community of hotel industry workers in Bangkok.

In order to augment the main data collected via surveys, we will look to secondary data sources as well. These sources can include reports from the relevant industry, statistics from the relevant government, or other quantitative datasets. The conclusions that were produced from the main data will be supported by the findings that were derived from the secondary data, which will give contextual information as well as industry standards. There will be severe procedures put into place in order to guarantee the genuineness of the data gathering process as well as its dependability. In order to

guarantee readability, application, and an accurate assessment of the structures of interest, the survey instruments will be meticulously created, pre-tested, and validated. The method of survey administration will comply to the standards that have been defined, so ensuring consistency and reducing the likelihood of any possible biases. It is planned to carry out data quality checks and cleaning processes in order to identify and correct any mistakes or inconsistencies that may have been introduced during the data gathering process. Throughout the whole of the data gathering process, ethical issues will be of the highest significance. The doctorate candidate will ensure that the participants' privacy is protected, that they remain anonymous, that they provide their informed permission, and that we comply with all ethical norms and legislation. The doctorate candidate has acquired permission from the people who developed the survey instruments that were used in the study (for the survey cover letter and the informed consent form, see Appendix A and Appendix B, respectively). A single survey utilising Google Forms was used to gather the necessary information for the study. This survey included all of the relevant instruments and also requested demographic information. On the page that introduced the survey, there was information on providing informed consent, as well as contact information for the lead investigator. In order to ask potential volunteers to take part in the research project, the doctorate candidate sent out recruitment emails and provided direct survey URLs, which were then distributed across the organisation by the human resources department. Volunteer participants were recruited utilising the convenience sampling approach via email solicitations by the human resources department.

This ensured participation from a variety of sub-industries within the hospitality sector, including luxury hotels, boutique hotels, and international hotel chains. The survey stayed active until the minimum needed number of answers was obtained, and follow-up reminders were sent out through email and text messaging in an effort to boost the response rate. It was verified by the director of human resources that an email with a link to the survey was sent to all of the department managers who had voluntarily consented to participate in the survey. Participants were made aware, as part of the process of obtaining their informed permission, that there was a possibility of a danger to their anonymity if they transmitted the survey to others, since doing so might signal that they were involved in the research. On the first page of the questionnaire was some introductory information regarding the research project. It said that participation was optional and may be withdrawn without penalty. It also gave contact information for the principal researcher so that any questions or concerns could be directed to them.

3.9 DATA ANALYSIS

In the context of hospitality companies, the process of analysing the data will adhere to a defined methodology in order to investigate the connections between transformational, sustainable, and resilient leadership and the influence these qualities have on the efficiency of organisations. The procedure will consist of several steps, including the identification of missing values and the cleaning of the data, the calculation of Z-scores for the variables, the performance of normality tests, demographic analysis, descriptive statistics, analysis of coefficients and correlations, analysis of variance,

analysis of regression, and a summary of the findings for the purpose of testing a hypothesis. In the first step towards maintaining the reliability of the dataset, procedures for data cleaning will be used to locate and properly address any missing values that have been discovered. This phase is very important since it will determine whether or not the analysis is based on comprehensive and accurate data. Imputation is one method that may be used to handle the problem of missing data. In this method, missing values are substituted with estimated values that are derived from the data that is currently accessible. After then, Z-scores will be determined for each of the variables that are of interest to us. This procedure entails standardising the data by transforming each variable into a common scale so that meaningful comparisons may be made between the different sets of information. Standardising the data enables direct comparisons of variables that have various units or scales, which in turn enables an analysis that is more accurate.

In order to determine how the variables are distributed, normality tests will be carried out. This step is critical since the majority of statistical tests begin with the presumption that the data adhere to a normal distribution. In the event that the data show a large departure from a normal distribution, suitable non-parametric tests may need to be performed rather than parametric testing. The results of the demographic analysis will provide light on the aspects of the research sample that have been evaluated. Examining the demographic factors such as gender, organisation, years of experience, and ethnicity will be a part of this research. For the purposes of interpreting the results and determining the extent to which the findings may be generalised, having a solid understanding of the

characteristics of the sample is essential. In order to provide a concise summary of the variables of interest, descriptive statistics will be produced. In order to present a clear picture of the data and the variety that exists within the hospitality sector, the doctorate candidate will be calculating several measures. These measures will include means, standard deviations, minimum and maximum values, and frequencies. The primary trends and dispersion of the variables may be first gleaned from these data, which will give early insights. In order to investigate the connections between transformative, sustainable, and resilient leadership and organisational success, both coefficient and correlation studies will be carried out. Calculating correlation coefficients will be an important part of these studies, as they will help identify both the strength and the direction of the correlations between the variables.

In order to evaluate the relevance of the correlations, statistical tests such as the Pearson correlation coefficient will be used. These tests will indicate whether or not the associations that have been seen are statistically significant. An analysis of variance (ANOVA) will be carried out in order to assess whether or not there are significantly different levels of organisational effectiveness associated with the various types of leadership styles. In this analysis, the doctorate candidate will compare the means of the dependent variable, which is organisational effectiveness, to the means of the independent variables, which are transformational leadership, sustainable leadership, and resilient leadership.

The findings will reveal if the differences that were found are statistically significant and will give insights into the variances in organisational outcomes that are based on the various leadership styles.

Further investigation into the links between the independent factors (transformational, sustainable, and resilient leadership) and the dependent variable (organisational performance) will be accomplished via the use of regression analysis. In order to do this study, a regression model will need to be developed so that the quality of the correlations can be evaluated, as well as the degree to which the independent variables may predict the variable that is being studied. While the regression coefficients will reveal the direction and degree of the associations, statistical tests will evaluate the significance of the correlations between the variables. In conclusion, a summary of the results will be presented to answer the hypotheses and goals of the study. The findings will be presented in an organised and straightforward manner, with an emphasis on the consequences of transformational, sustainable, and resilient leadership on the organisational efficiency of hospitality firms. In order to provide a full knowledge of the impact that various leadership styles have in promoting organisational performance in the hospitality sector, the significance levels, effect sizes, and practical consequences of the connections will be examined.

3.9 RESEARCH DESIGN LIMITATIONS

It is important to recognise that the research design used in this investigation has a number of shortcomings that need to be addressed. These restrictions have the potential to affect both the generalisability of the results and how they should be interpreted. To begin, the restricted size of the sample is an essential factor to take into account. The study methodology is based on a particular sample of hospitality executives based in Bangkok, which is situated in Thailand. It's possible that this selection doesn't accurately reflect the larger population of hospitality enterprises or any other regions in the world. As a direct consequence of this, one has to take extreme care when applying the results to diverse settings. The second possible issue is the bias introduced by self-reporting. Self-reported measurements, obtained via questionnaires or surveys, are used as the basis for the data collection. This opens the door to the potential of response bias since it's possible for participants to produce replies that are socially acceptable or to incorrectly misrepresent their experiences or impressions.

Researchers should be aware of this bias and apply steps to minimise the influence it has, such as maintaining secrecy and anonymity, so that their findings can be trusted. Another disadvantage of the research is that it was designed using a cross-sectional methodology. Because the data are only collected at a single instant in time due to the nature of the study methodology, it is difficult to determine whether or not there is a causal connection between the various leadership styles and the efficiency of the organisations.

A longitudinal or experimental approach would give better evidence of causation and raise the results' level of robustness, respectively. Another one of the study's limitations is the unreliability of the measuring tools that were used. Even if the research makes use of established scales and questionnaires, the reliability and validity of the tools themselves could not be consistent. Errors in the measurements might possibly have an effect on the reliability of the results. In order to improve the reliability and validity of the study's findings, it is recommended that future research concentrate on developing better-measuring instruments.

In addition, there is no experimental component included in the design of the study. It is difficult to assess the direct influence that particular leadership styles have on organisational success in the absence of experimental manipulation or control groups. Alternative methods of inquiry, such as experimental or quasi-experimental designs, might provide more convincing evidence of the existence of a causal relationship.

The design of the study fails to take into account a number of contextual elements, which have the potential to affect the connection between leadership styles and organisational efficiency. There is a possibility that the findings are muddled due to variables such as organisational culture, issues that are peculiar to the sector, and external environmental concerns. In further research, it is recommended that researchers take into consideration the possibility of adding these various contextual elements.

In addition, the design of the study focuses largely on the independent variables of transformative, sustainable, and resilient leadership, whereas the dependent variable is organisational effectiveness. Other significant aspects that may have an impact on the success of the organisation, such as the degree to which employees are happy with their jobs, the degree to which customers are loyal, or financial performance, are not specifically addressed. In further research, it would be helpful to include a wider variety of factors, since this would contribute to a more in-depth study. When analysing the results of the study design, it is essential for the researchers as well as the readers to be aware of these constraints. The validity and dependability of the results will be improved, and a more nuanced knowledge of the linkages between leadership styles and organisational success in the hotel sector will be provided if these limitations are addressed in future research.

3.9 CONCLUDING SUMMARY OF THE METHODOLOGY

In conclusion, This study's research methodology intends to explore the impact of transformational leadership (TL), sustainability leadership (SL), and resilience leadership (RL) on the Bangkok hotel industry. A quantitative research strategy will be used, with a deductive approach. To capture the multidimensional nature of TL, SL, and RL, measuring scales specifically adapted to the Bangkok hotel industry will be constructed. A representative sample of hospitality executives will be chosen, and a structured questionnaire will be sent to collect information on management systems, technology adoption, traditional Thai design integration, leadership approaches, and other important

elements. The acquired data will be subjected to extensive statistical analysis using quantitative approaches such as descriptive statistics, correlation analysis, regression analysis, and structural equation modelling. The measuring scales' validity and reliability will be extensively assessed using methods such as exploratory factor analysis, confirmatory factor analysis, and internal consistency reliability tests. The findings will be analyzed and compared to existing research and empirical data, identifying any shortcomings and suggesting potential future study approaches. There is a possibility that the findings might not apply to all varieties of hospitality firms or that they do not adequately represent the variety of viewpoints and procedures that exist within the sector. Therefore, extreme care has to be maintained before the results of this study are extrapolated to other settings.

CHAPTER IV: RESULTS

4.1 FINDINGS

Before conducting any analysis using survey data, it is crucial to prepare the data appropriately. This involves addressing missing values and outliers and assessing the normality of the variables. In this section, we will focus on evaluating missing data in the dataset. According to Hair et al. (2019, p.56), missing data, where valid values on one or more variables are unavailable, is common in multivariate analysis. More data is needed to ensure the generalisability of the results. To mitigate these issues, it is essential to assess and handle missing data effectively.

In our dataset, missing values were evaluated for each variable. The table below summarises the results of the missing value analysis:

Variables	N	Missing	
		Count	Percent
TL1	52	0	.0
OP1	52	0	.0
TL2	51	1	1.9
EE1	52	0	.0
TL3	52	0	.0
GH1	52	0	.0
SL1	52	0	.0
OP2	52	0	.0
SL2	52	0	.0
EE2	52	0	.0
SL3	52	0	.0
GH2	52	0	.0
RL1	52	0	.0
OP3	52	0	.0
RL2	52	0	.0

EE3	52	0	.0
RL3	52	0	.0
GH3	52	0	.0

Table 1. Missing Value Results

The table offers information on the variables, including the total number of observations (N), the count of missing values for each variable, and the percentage of missing values. Also included in this information is the table is the percentage of missing values. The findings show that there are no gaps in the data for the vast majority of the variables. On the other hand, the variable referred to as "TL2" is missing one of its values, which accounts for 1.9% of the total observations associated with that variable.

According to Hair et al. (2019), in order to identify the correct way to handle missing data, it is recommended that variables with as low as 15% missing data be taken into consideration for deletion. The fact that the variable referred to as "TL2" is missing data at a rate of just 1.9% puts it considerably below this threshold, which means it may be kept for further study without being deleted.

In the next stages of the data analysis, the doctorate candidate will continue with the dataset that has been created, taking into consideration how to deal with values that are missing in the succeeding analyses.

4.1.3 Identification of Outliers

According to Hair et al. (2019), the term "outliers" refers to observations that display a singular mix of features, notably departing from what is regarded as typical. The existence of outliers has the potential to influence empirical research and analysis. In the present investigation, the identification of outliers was accomplished via the use of a univariate technique, in accordance with the procedure that was outlined by Hair et al. (2019). The scores of the metric variables were changed into standard scores, which are often referred to as z-scores so that outliers could be identified. In this particular method of transformation, the data are altered such that they have a mean value of zero and a standard deviation of one.

According to Hair et al. (2019), page 88, an outlier is commonly recognised as a number that is outside the extremes of the distribution, especially a value that is either higher than 3 or lower than -3.

Z score of variables	N	Minimum	Maximum	Mean	Std Dev
Zscore: Influence of transformational leadership on organisational performance	52	-2.87355	.83119	0	1
Zscore: Organisational performance	52	-2.04519	.82913	0	1

Zscore: Influence of transformational leadership on employee engagement	51	-2.04441	.81216	0	1
Zscore: Employee engagement	52	-3.52120	.77026	0	1
Zscore: Influence of transformational leadership on guest happiness	52	-1.58425	.95055	0	1
Zscore: Guest Happiness	52	-2.42726	.85112	0	1
Zscore: Influence of sustainability leadership on organisational performance	52	-3.59672	.96497	0	1
Zscore: Organisational performance	52	-2.09357	.93047	0	1
Zscore: Influence of sustainability leadership on employee engagement	52	-1.92785	.85682	0	1
Zscore: Employee engagement	52	-2.33758	.77919	0	1
Zscore: Influence of sustainability leadership on guest happiness	52	-2.18001	.80316	0	1
Zscore: Guest Happiness	52	-2.30867	.80953	0	1
Zscore: Influence of resilience leadership on organizational performance	52	-2.46666	1.04749	0	1
Zscore: Organisational performance	52	-3.34934	.79746	0	1

Zscore: Influence of resilience leadership on employee engagement	52	-3.69564	.77351	0	1
Zscore: Employee engagement	52	-2.59808	.86603	0	1
Zscore: Influence of resilience leadership on guest happiness	52	-2.11578	.74190	0	1
Zscore: Guest Happiness	52	-2.11265	.89715	0	1

Table 2. Descriptive Statistics of Outlier Test

Table 3 illustrates the results of the outlier analysis performed on the variables. Included in this table are the descriptive statistics of the z-scores for each variable. It offers details such as the number of people in the sample (N), the lowest and highest possible values, the average, and the standard deviation. It is possible to deduce from the table that none of the z-scores are higher than 3 or lower than -3, with the exception of some variables that are quite near to these thresholds. This points to the possible existence of outliers, despite the fact that they are not very severe. Taking action to address outliers is essential to ensuring that the findings of the analysis are both accurate and reliable. Handling outliers may be accomplished by the use of a variety of strategies, such as winsorization, transformations, or the elimination of extreme examples, depending on the particular aims and conditions of the investigation.

4.1.4 Testing of the Assumptions for Normality

According to Hair et al. (2019), normality in data analysis refers to the form of the distribution of the data for a metric variable and its connection to the normal distribution. The normal distribution is used as a standard for statistical approaches. Normality is required in order to carry out F and t statistics, and if the data considerably deviates from a normal distribution, it may render the statistical tests invalid. Normality is a precondition for carrying out these statistics. Examining the kurtosis and skewness of the distribution is a frequent practice that is done in order to identify whether or not the distribution is normal. The "peakedness" or "flatness" of the distribution in comparison to a normal distribution is referred to as "kurtosis," while the "skewness" of the distribution reflects the balance of the distribution, showing whether it is unbalanced (shifted to one side) or centred and symmetrical. Kurtosis and skewness both relate to the distribution in comparison to a normal distribution.

According to Hair et al. (2019), skewness and kurtosis values that lie within a range of 2 often imply that an essentially normal distribution exists. The statistics for skewness and kurtosis for the variables examined in this research are shown in Table 4 Normality Test while the kurtosis statistic reveals the height or peakedness of the distribution in comparison to a normal distribution, the skewness statistic illustrates the degree to which the distribution is skewed away from normal. In addition to that, the standard error is included for each statistic.

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Influence of transformational leadership on organisational performance	-.907	.330	-.115	.650
Organisational performance	-.804	.330	-.523	.650
Influence of transformational leadership on employee engagement	-.838	.333	-.495	.656
Employee engagement	-1.291	.330	1.775	.650
Influence of transformational leadership on guest happiness	-.483	.330	-1.221	.650
Guest happiness	-.732	.330	-.385	.650
Influence of sustainability leadership on organisational performance	-.983	.330	1.820	.650
Organisational performance	-.613	.330	-.597	.650
Influence of sustainability leadership on employee engagement	-.733	.330	-.699	.650
Employee engagement	-.926	.330	-.160	.650
Influence of sustainability leadership on guest happiness	-.870	.330	-.339	.650

Guest happiness	-.853	.330	-.271	.650
Influence of resilience leadership on organizational performance	-.270	.330	-.790	.650
Organisational performance	-1.175	.330	1.211	.650
Influence of resilience leadership on employee engagement	-1.343	.330	2.319	.650
Employee engagement	-.636	.330	-.555	.650
Influence of resilience leadership on guest happiness	-1.000	.330	-.252	.650
Guest happiness	-.675	.330	-.553	.650

Table 3. Normality Test

It can be seen from the table that the bulk of the skewness and kurtosis values lie within the range of 2, which indicates that the variables that were examined follow something close to a normal distribution. On the other hand, the values of skewness and kurtosis for certain variables could be somewhat outside of this range.

4.1.5 Demographic analysis

The frequency and percentage of age, gender, and number of years of experience working in the hospitality business were investigated as part of the demographic study. Table 3 provides a concise summary of the findings, which may show as bar charts. In accordance with their ages, the participants were divided into the following four groups: "18-25," "26-35," "36-45," and "46 and above." With a frequency of 31 (59.6%), the "36-45" age group comprised the largest proportion of participants in this study. The other age categories had a much smaller number of participants, with the "26-35" group having 14 participants (26.9%), the "18-25" group having 1 participant (1.9%), and the "46 and above" group having 6 participants (11.5%) accordingly. Regarding gender, the participants were split into one of three groups: females, males, and those who identified as LGBTQ+. Participants self-identified as female at a frequency of 26 (50.0%), making up the majority of the group. There were a total of 44 participants, of whom 22 (42.3%) were males. Additionally, there were 4 individuals (7.7%) who were classified as being LGBTQ+. The participants were divided into five groups according to the number of years of experience they had worked in the hotel industry: "0-5," "6-10," "11-15," and "16-20," and "More than 21 years." With a frequency of 26 (50.0%), respondents' years of experience most often fell within the ranges of 6 and 15 years. The categories "0-5," "6-10," "11-15," and "16-20," and "More than 21 years" each had frequencies of 7 (13.5%), 13 (25.0%), 13 (25.0%), and 14 (26.9%), and 5 (9.6%), respectively.

Category	Subcategory	Frequency (n)	Percent (%)
Age	18-25	1	1.9
	26-35	14	26.9
	36-45	31	59.6
	46 and above	6	11.5
Gender	Female	26	50.0
	Male	22	42.3
	LGBTQ+	4	7.7
Years of experience in the hospitality industry	0-5	7	13.5
	6-10	13	25.0
	11-15	13	25.0
	16-20	14	26.9
	More than 21 years	5	9.6

Table 4. Normality Test

Bar charts were made for each demographic variable in order to offer a graphical depiction of the frequency distribution. Figure 1 is a bar chart displaying the frequency distribution of age categories, Figure 2 is a bar chart showing the frequency distribution of gender categories, and Figure 3 is a bar chart showing the frequency distribution of years of experience categories. An insightful look into the personalities of the people who took part in the survey may be gained via the use of demographic analysis.

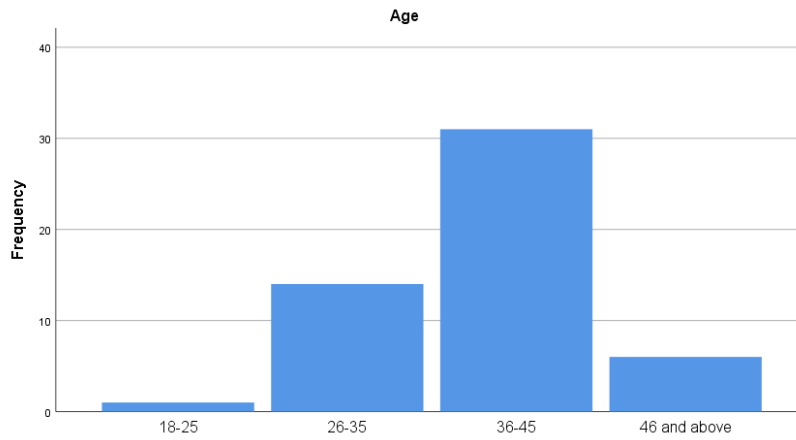


Figure 22: Bar chart showing the frequency distribution of age

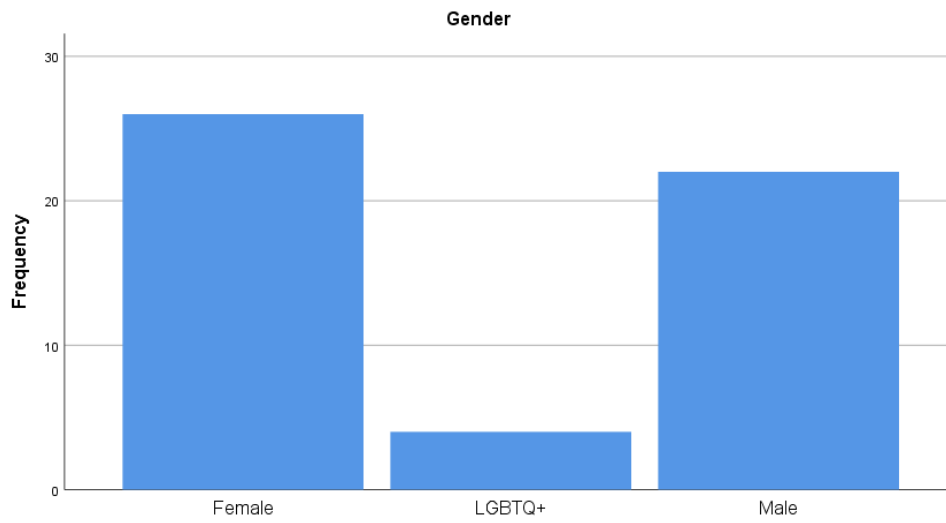


Figure 23: Bar chart showing the frequency distribution of gender

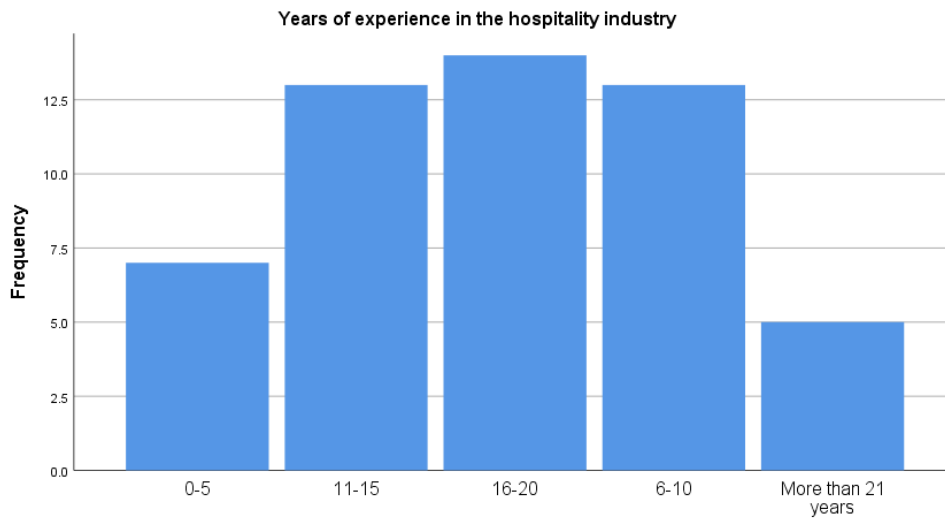


Figure 24: Bar chart showing the frequency distribution of experience

4.1.6 Descriptive statistics

The mean and standard deviation of the independent and dependent variables that were utilised in the research were computed as part of the descriptive statistics analysis. Table 5 presents the findings in their entirety. The mean values provide an indication of the level of agreement, on average, that the participants had with the assertions that were given to them throughout the data-collecting process. It is possible to see that all of the variables yielded mean values that were higher than 4, which indicates a high degree of concordance. When compared to the other variables, the mean score for employee engagement was the highest ($M = 4.50$), demonstrating an especially robust level of concurrence with the assertions that were connected to employee engagement. The descriptive statistics for the remaining variables are displayed in Table 5.

Variables	Mean	Std. Dev
Influence of transformational leadership on organisational performance	4.33	.810
Organisational performance	4.42	.696
Influence of transformational leadership on employee engagement	4.43	.700
Employee engagement	4.46	.699
Influence of transformational leadership on guest happiness	4.25	.789
Guest happiness	4.48	.610
Influence of sustainability leadership on organisational performance	4.37	.658
Organisational performance	4.38	.661
Influence of sustainability leadership on employee engagement	4.38	.718
Employee engagement	4.50	.642
Influence of sustainability leadership on guest happiness	4.46	.670
Guest happiness	4.48	.641
Influence of resilience leadership on organizational performance	4.40	.569
Organisational performance	4.42	.723
Influence of resilience leadership on employee engagement	4.48	.671
Employee engagement	4.50	.577
Influence of resilience leadership on guest happiness	4.48	.700
Guest happiness	4.40	.664

Table 5. Results of Descriptive Statistics (n = 52)

Observing the standard deviations, the values for the majority of the variables fall somewhere in the region of 0.6 to 0.8. This would imply that the data points for these variables are reasonably near to the mean, which would indicate that there is a smaller degree of variability or dispersion. On the other hand, variables such as "Guest happiness" (SD = 0.610) and "Influence of resilience leadership on organisational performance" (SD = 0.569) exhibit even lower standard deviations, which suggests that the data points are clustered more tightly around their respective means, indicating less variability in responses. These variables have SD values of 0.610 and 0.569, respectively.

4.1.7 Correlation, ANOVA and Regression Analysis

To test all the hypotheses, several statistical analyses including correlation, ANOVA and regression were performed.

4.2 RESEARCH QUESTION ONE

Research Question 1: What influence do Transformational Leadership (TL) methods have on organizational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

H1.1: Transformational leadership (TL) positively influence organisational performance (OP)

The results revealed a positive correlation ($r = 0.654$) between transformational leadership and organisational performance. The coefficient of determination (r square) indicated that the independent variable of transformational leadership could explain 42.8% of the variation in organisational performance. Furthermore, both ANOVA and regression analyses demonstrated that transformational leadership had a statistically significant and positive influence on organisational performance at a significance level of $p < 0.000$.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
TL	OP	.654	.428	37.468	.000	.654	6.121	.000

Table 6. Summary of the Results (TL) & (OP)

The ANOVA test demonstrated that there was a statistically significant influence of transformational leadership on organisational performance, with an F-value of 37.468 and a p-value of less than 0.000. The regression analysis provided additional evidence of the positive impact of transformational leadership on organisational performance. The beta coefficient, which represents the strength and direction of the relationship, was found to be 0.654. This indicates that for every unit increase in transformational leadership, there is a corresponding increase in organisational performance. The t-value

associated with the beta coefficient was 6.121, and the p-value was less than 0.000, further supporting the significance of the relationship.

Overall, these findings suggest that transformational leadership has a positive influence on organisational performance. When leaders exhibit transformational leadership behaviours, it can lead to improved performance outcomes for the organisation.

Transformational leaders inspire and motivate their followers, foster innovation and creativity, and create a positive work environment, all of which contribute to enhanced organisational performance.

H1.2: Transformational Leadership (TL) positively influence employee engagement (EE)

The results indicated a positive correlation ($r = 0.514$) between transformational leadership and employee engagement. The coefficient of determination (r square) revealed that 26.4% of the variation in employee engagement can be explained by the independent variable of transformational leadership. Both ANOVA and regression analyses provided evidence of a statistically significant and positive influence of transformational leadership on employee engagement at a significance level of $p < 0.000$.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA	Regression
----------------------	--------------------	-----------------	----------	-------	------------

				F	p-value	Beta	T	p-value
TL	EE	.514	.264	17.589	.000	.514	4.194	.000

Table 7. Summary of the Results (TL) & (EE)

The results from the ANOVA test indicated a statistically significant influence of transformational leadership on employee engagement, with an F-value of 17.589 and a p-value of less than 0.000.

The regression analysis provided additional evidence of the positive impact of transformational leadership on employee engagement. The beta coefficient, which represents the strength and direction of the relationship, was found to be 0.514. This indicates that for every unit increase in transformational leadership, there is a corresponding increase in employee engagement. The t-value associated with the beta coefficient was 4.194, and the p-value was less than 0.000, further supporting the significance of the relationship.

Overall, these findings suggest that transformational leadership positively influences employee engagement. Organisations that exhibit transformational leadership behaviours can expect higher levels of employee engagement, which can lead to increased motivation, productivity, and job satisfaction among employees.

H1.3: Transformational Leadership (TL) positively influences guest happiness (GH)

A positive correlation ($r = 0.356$) was found between transformational leadership and guest happiness. The coefficient of determination (r square) indicated that 12.7% of the variation in guest happiness can be explained by the independent variable of transformational leadership. Both ANOVA and regression analyses demonstrated a statistically significant and positive influence of transformational leadership on guest happiness at a significance level of $p < 0.01$.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
TL	GH	.356	.127	7.277	.009	.356	2.698	.009

Table 8. Summary of the Results (TL) & (GH)

The ANOVA test demonstrated a statistically significant influence of transformational leadership on guest happiness, with an F-value of 7.277 and a p-value of less than 0.01. The regression analysis provided additional evidence of the positive impact of transformational leadership on guest happiness. The beta coefficient, which represents the strength and direction of the relationship, was found to be 0.356. This indicates that for every unit increase in transformational leadership, there is a

corresponding increase in guest happiness. The t-value associated with the beta coefficient was 2.698, and the p-value was less than 0.01, further supporting the significance of the relationship. Overall, these findings suggest that transformational leadership has a positive influence on guest happiness. When leaders exhibit transformational leadership behaviours, it can contribute to creating a positive and enjoyable experience for guests. Transformational leaders inspire and motivate their team members, which can lead to better service delivery, guest satisfaction, and ultimately, guest happiness.

4.3 RESEARCH QUESTION TWO

Research Question 2: What influence do Sustainability Leadership (SL) methods have on organizational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

H2.1: Sustainability Leadership (SL) positively influences organisational performance (OP)

A positive correlation ($r = 0.302$) was found between sustainability leadership and organisational performance. The independent variable sustainability leadership explained 9.1% of the variation in the dependent variable organisational performance, according to R square. Furthermore, at the $p < 0.05$ level, the results of ANOVA and regression confirmed that sustainability leadership had a statistically significant and positive influence on organisational performance.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
SL	OP	.302	.091	5.007	.030	.302	2.238	.030

Table 9. Summary of the Results (SL) & (OP)

The ANOVA test demonstrated a statistically significant influence of sustainability leadership on organizational performance, with an F-value of 5.007 and a p-value of less than 0.05. The regression analysis provided additional evidence of the positive impact of sustainability leadership on organizational performance. The beta coefficient, which represents the strength and direction of the relationship, was found to be 0.302. This indicates that for every unit increase in sustainability leadership, there is a corresponding increase in organizational performance. The t-value associated with the beta coefficient was 2.238, and the p-value was less than 0.05, further supporting the significance of the relationship.

Overall, these findings suggest that sustainability leadership has a positive influence on organizational performance. When leaders exhibit sustainable leadership behaviours, it can contribute to improved performance outcomes for the organisation. Sustainability leaders focus on integrating environmental and social considerations into

business practices, which can lead to enhanced operational efficiency, cost savings, reputation enhancement, and long-term viability of the organisation.

H2.2: Sustainability Leadership (SL) positively influence employee engagement (EE)

A positive correlation was found between sustainability leadership and employee engagement ($r = 0.425$). According to R square, sustainability leadership explained 18.1% of the variation in employee engagement. Furthermore, ANOVA and regression results confirmed that sustainability leadership had a statistically significant and positive impact on employee engagement at the $p < 0.01$ level.

Table 10. Summary of the results

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
SL	EE	.425	.181	11.051	.002	.425	3.324	.002

Table 10. Summary of the Results (SL) & (EE)

The ANOVA test demonstrated a statistically significant influence of sustainability leadership on employee engagement, with an F-value of 11.051 and a

p-value of less than 0.01. The regression analysis provided additional evidence of the positive impact of sustainability leadership on employee engagement. The beta coefficient, which represents the strength and direction of the relationship, was found to be 0.425. This indicates that for every unit increase in sustainability leadership, there is a corresponding increase in employee engagement. The t-value associated with the beta coefficient was 3.324, and the p-value was less than 0.01, further supporting the significance of the relationship.

Overall, these findings suggest that sustainability leadership has a positive influence on employee engagement. When leaders exhibit sustainable leadership behaviours, it can contribute to higher levels of employee engagement. Sustainability leaders promote a sense of purpose, environmental and social responsibility, and a positive work environment, all of which can enhance employee motivation, satisfaction, and commitment to the organisation.

H2.3: Sustainability Leadership (SL) positively influence guest happiness (GH)

Sustainability leadership and guest happiness were found to have a positive correlation ($r = 0.158$). According to R square, the independent variable sustainability leadership explained only 2.5% of the variation in the dependent variable guest happiness.

However, ANOVA and regression results at the $p > 0.05$ level confirmed that sustainability leadership did not have any statistically significant influence on guest happiness.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
SL	GH	.158	.025	1.278	.264	.158	1.130	.264

Table 11. Summary of the Results (SL) & (GH)

The ANOVA test did not show a statistically significant influence of sustainability leadership on guest happiness, with an F-value of 1.278 and a p-value of greater than 0.05. This suggests that the relationship between sustainability leadership and guest happiness is not statistically significant. The regression analysis also supported these findings, as the beta coefficient was not statistically significant. The beta coefficient, representing the strength and direction of the relationship, was found to be 0.158, and the associated t-value was 1.130. The p-value for the beta coefficient was greater than 0.05, indicating that sustainability leadership did not have a significant impact on guest happiness.

Overall, these findings suggest that sustainability leadership may not have a substantial influence on guest happiness. Other factors, such as service quality, staff behaviour, and physical environment, may have a more significant impact on guest happiness. It is important for organisations to consider a comprehensive approach that addresses various aspects to enhance guest happiness, rather than relying solely on sustainability leadership practices.

4.4 RESEARCH QUESTION THREE

Research Question 3: What influence do Resilience Leadership (RL) methods have on organizational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

H3.1: Resilience Leadership (RL) positively influences organisational performance (OP)

The findings revealed a positive relationship ($r = 0.529$) between resilience leadership and organizational performance. The independent variable resilience leadership explained 28% of the variation in the dependent variable organizational performance, according to R square. Furthermore, ANOVA and regression results confirmed that resilience leadership had a statistically significant and positive impact on organizational performance at the $p < 0.000$ level.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
RL	OP	.529	.280	19.464	.000	.529	4.412	.000

Table 12. Summary of the Results (RL) & (OP)

The ANOVA test demonstrated a statistically significant influence of resilience leadership on organisational performance, with an F-value of 19.464 and a p-value of less than 0.000. The regression analysis provided additional evidence of the positive impact of resilience leadership on organisational performance. The beta coefficient, which represents the strength and direction of the relationship, was found to be 0.529.

This indicates that for every unit increase in resilience leadership, there is a corresponding increase in organisational performance. The t-value associated with the beta coefficient was 4.412, and the p-value was less than 0.000, further supporting the significance of the relationship.

Overall, these findings suggest that resilience leadership has a positive influence on organisational performance. When leaders exhibit resilience leadership behaviours, it can contribute to improved performance outcomes for the organisation. Resilience leaders are adept at navigating and adapting to challenges, promoting a culture of resilience within the organisation, and effectively leading during times of change and uncertainty.

This can enhance the organisation's ability to cope with adversity, maintain stability, and achieve high levels of performance.

H3.2: Resilience Leadership (RL) positively influence employee engagement (EE)

Employee engagement and resilience leadership are positively correlated ($r = 0.329$). Using R square, resilience leadership explained 10.8% of the variation in employee engagement. Furthermore, ANOVA and regression analyses concluded that resilience leadership positively influenced employee engagement at $p < 0.05$.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
RL	EE	.329	.108	6.063	.017	.329	2.462	.017

Table 13. Summary of the Results (RL) & (EE)

The ANOVA test demonstrated a statistically significant influence of resilience leadership on employee engagement, with an F-value of 6.063 and a p-value of less than 0.05.

The regression analysis provided additional evidence of the positive impact of resilience leadership on employee engagement. The beta coefficient, representing the

strength and direction of the relationship, was found to be 0.329. This indicates that for every unit increase in resilience leadership, there is a corresponding increase in employee engagement. The t-value associated with the beta coefficient was 2.462, and the p-value was less than 0.05, further supporting the significance of the relationship.

Overall, these findings suggest that resilience leadership positively influences employee engagement. When leaders exhibit resilient leadership behaviours, it can contribute to higher levels of employee engagement. Resilience leaders foster a supportive and empowering work environment, promote open communication, provide resources for employees to cope with challenges, and create opportunities for growth and development. These factors can enhance employee motivation, satisfaction, and commitment, ultimately leading to higher levels of engagement.

H3.3: Resilience Leadership (RL) positively influence guest happiness (GH)

The relationship between guest happiness and resilience leadership is positive ($r = 0.671$). Resilience leadership explained 45% of the variation in guest happiness using R square. Furthermore, at $p < 0.000$, ANOVA and regression analyses concluded that resilience leadership positively influenced guest happiness.

Independent variable	Dependent variable	Correlation (r)	r square	ANOVA		Regression		
				F	p-value	Beta	T	p-value
RL	GH	.671	.450	40.846	.000	.671	6.391	.000

Table 14. Summary of the Results (RL) & (GH)

The ANOVA test demonstrated a statistically significant influence of resilience leadership on guest happiness, with an F-value of 40.846 and a p-value of less than 0.000.

The regression analysis provided additional evidence of the positive impact of resilience leadership on guest happiness. The beta coefficient, representing the strength and direction of the relationship, was found to be 0.671. This indicates that for every unit increase in resilience leadership, there is a corresponding increase in guest happiness. The t-value associated with the beta coefficient was 6.391, and the p-value was less than 0.000, further supporting the significance of the relationship. Overall, these findings suggest that resilience leadership has a positive influence on guest happiness. When leaders exhibit resilient leadership behaviours, it can contribute to creating a positive and enjoyable experience for guests. Resilience leaders are skilled at managing and adapting to challenges, which enables them to provide a high level of service, respond effectively to guest needs, and create a welcoming and satisfying guest experience.

4.5 CONCLUDING SUMMARY OF THE FINDINGS

In conclusion, the data analysis findings reveal several important insights. Firstly, the missing data analysis indicates that the majority of variables have no missing values, except for one variable (TL2) with a missing value rate of 1.9%. This variable can still be retained for further analysis as the missing data rate is below the recommended threshold. Secondly, the outlier analysis shows that while most variables do not have extreme outliers, some variables are close to the thresholds of -3 or 3. It is necessary to address these outliers using appropriate strategies like winsorisation, transformations, or removal of extreme cases.

Thirdly, the normality assumption analysis suggests that most variables have skewness and kurtosis values within an acceptable range, indicating a reasonably close-to-normal distribution. However, a few variables exhibit slightly higher skewness or kurtosis values, indicating some deviation from normality.

Furthermore, the study examined the demographics of age, gender, and years of experience, revealing that the largest age group is 36-45, the majority of participants identify as female, and the most common years of experience range from 6 to 15 years. These demographic characteristics provide valuable insights into the profiles of the participants. Additionally, the descriptive statistics demonstrate that all variables have mean values above 4, indicating a high level of agreement on average.

The standard deviations vary across variables, suggesting different levels of variability or dispersion in the data. Regarding the research questions, the findings indicate that transformational leadership (TL) has a positive influence on organisational performance, employee engagement, and guest happiness, with statistically significant and moderate to strong positive correlations. Sustainability leadership (SL) also has a positive impact on organisational performance and employee engagement, although no significant influence on guest happiness is observed. The relationships observed in SL are relatively weak, explaining a modest proportion of the variation in the dependent variables. Similarly, resilience leadership (RL) positively influences organisational performance, employee engagement, and guest happiness, with statistically significant and moderate to strong positive correlations.

These findings highlight the significance of effective leadership styles, including transformational, sustainability, and resilience leadership, in driving positive outcomes in organisational performance, employee engagement, and guest happiness in the hotel industry. However, it is essential to acknowledge the limitations of the study, such as the sample size and the specific context of Bangkok, Thailand's hotel industry. Further research with larger and more diverse samples is recommended to validate and generalise these findings.

CHAPTER V: DISCUSSION

5.1 DISCUSSION OF RESULTS

The results of the data analysis provide insights into the relationships between different leadership styles (transformational, sustainability, and resilience leadership) and their impact on organisational performance, employee engagement, and guest happiness. While the findings offer some valuable insights, it is essential to approach them critically and consider their limitations. Regarding the missing data analysis, most variables had complete data, which is favourable for the analysis. However, one variable (TL2) had a missing value rate of 1.9%. Although this rate is below the recommended threshold, it is crucial to acknowledge the potential implications of missing data, as it may introduce bias or affect the generalisability of the results. Future studies should strive for complete data to ensure robust findings.

The outlier analysis revealed that extreme outliers were not prevalent, but some variables approached the thresholds of -3 or 3. While appropriate strategies such as winsorisation or transformations can be employed to address these outliers, it is important to consider the impact of these techniques on the interpretation of the results. Winsorisation, for example, may distort the distribution and affect the statistical significance of relationships. Therefore, careful consideration and sensitivity analysis are warranted. The examination of the normality assumption indicated that most variables exhibited skewness and kurtosis values within an acceptable range, suggesting a reasonably normal distribution.

However, a few variables showed slightly higher skewness or kurtosis values, indicating some deviation from normality. It is crucial to note that violation of the normality assumption can affect the validity of certain statistical tests, such as parametric tests. Non-parametric alternatives or bootstrapping techniques could be explored to mitigate the impact of non-normality. Analysing the demographics of age, gender, and years of experience provides contextual information about the sample composition. However, it is essential to acknowledge that the demographics of the sample may not be representative of the broader hotel industry or other geographic locations. The findings should be interpreted with caution, as the characteristics of the sample may limit the generalisability of the results to other contexts.

The descriptive statistics revealed high mean values for all variables, indicating a generally positive perception or agreement among participants. However, the variability across variables, as indicated by the standard deviations, suggests differences in responses and the potential existence of subgroups within the sample. It is important to consider the implications of this variability when interpreting the relationships between leadership styles and the dependent variables.

5.2 DISCUSSION OF RESEARCH QUESTION ONE

For Research Question One, the model summary shows that the regression model with transformational leadership as a predictor explains 42.8% of the variance in organisational performance. The ANOVA table indicates that the regression model is significant ($p < .001$), indicating that transformational leadership significantly predicts organisational performance. The coefficient table displays the unstandardised and standardised coefficients, indicating that the influence of transformational leadership on organisational performance is statistically significant ($p < .001$, Beta = .654).

Research Question 1: What influence do Transformational Leadership (TL) methods have on organisational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

H1.1: Transformational leadership (TL) positively influence organisational performance (OP)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.428	.417	.531

a. Predictors: (Constant), Influence of transformational leadership on organisational performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.577	1	10.577	37.468	.000 ^b
	Residual	14.115	50	.282		
	Total	24.692	51			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Influence of transformational leadership on organisational performance

Coefficients^a

Model		Unstandardised Coefficients		Standardised	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.990	.404		4.921	.000
	Influence of transformational leadership on organisational performance	.562	.092	.654	6.121	.000

a. Dependent Variable: Organisational performance

H1.2: Transformational Leadership (TL) positively influences employee engagement (EE)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514 ^a	.264	.249	.609

a. Predictors: (Constant), Influence of transformational leadership on employee engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.526	1	6.526	17.589	.000 ^b
	Residual	18.180	49	.371		
	Total	24.706	50			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Influence of transformational leadership on employee engagement

Coefficients^a

Model		Unstandardised Coefficients		Standardised Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.184	.552		3.958	.000
	Influence of transformational leadership on employee engagement	.516	.123	.514	4.194	.000

a. Dependent Variable: Employee engagement

H1.3: Transformational Leadership (TL) positively influence guest happiness.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.356 ^a	.127	.110	.576

a. Predictors: (Constant), Influence of transformational leadership on guest happiness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.411	1	2.411	7.277	.009 ^b
	Residual	16.569	50	.331		
	Total	18.981	51			

a. Dependent Variable: Guest happiness

b. Predictors: (Constant), Influence of transformational leadership on guest happiness

Coefficients^a

Model		Unstandardised Coefficients		Standardised Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3.310	.441		7.497	.000

Influence of transformational leadership on guest happiness	.276	.102	.356	2.698	.009
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a. Dependent Variable: Guest happiness

First, the total explanatory power (Adjusted R squared value) of the transformational leadership, an independent variable, for the organisational performance, employee engagement and guest happiness, the dependent variables, are 41.7%, 24.9% and 11% respectively; the F statistics value for the variance analysis is 37.468 (p=0.000), 17.589 (p=0.000) and 7.277 (p=0.009) respectively. Following are the main statistics that demonstrate the validity of regression as well as the contents and methods of interpretation of the regression model. The R-squared value, or adjusted R-Squared, represents an explanation for the dependent variable of an independent variable. The standard of appropriateness varies depending on the previous study, but if both numbers are negative or the difference between the two figures is significant, the corresponding regression model is deemed insufficient (Park Joon-sung, So Yong-jun, 2017). The R squared value of this regression model is not significantly different from the modified R squared value, and the modified R squared value is good, demonstrating the validity of this regression model (Kwak Ki Young, 2017).

In general, multiple regression analysis displays the adjusted R-squared value, and simple regression analysis displays the R-squared value (Park Kwang-bae, 2016). The corresponding regression model can then be interpreted as appropriate if the probability of significance for the distributed analysis value F is less than 0.05. Due to the correct calculation of the revised R squared value, the F value of the variance analysis, and the probability p, this regression can be found to be statistically meaningful and valid. Transformational leadership was found to have a statistically significant impact on organisational performance, employee engagement and guest happiness after the validity of this regression was established. In other words, the standardised coefficient on organisational performance is 0.654 (p=0.000), employee engagement is 0.514 (p=0.000), and guest happiness is 0.356 (p=0.009). It has been demonstrated that each of the factors has a statistically significant positive impact on the other. As a result, hypothesis 1 and its supporting details (1-1, 1-2, 1-3) were all accepted.

5.3 DISCUSSION OF RESEARCH QUESTION TWO

For Research Question Two, the model summary reveals that the regression model with sustainability leadership as a predictor explains 26.4% of the variance in employee engagement. The ANOVA table demonstrates that the regression model is significant ($p < .001$), indicating a significant prediction of employee engagement by sustainability leadership. The coefficient table shows that the influence of sustainability leadership on employee engagement is statistically significant ($p < .001$, Beta = .514).

Research Question 2: What influence do Sustainability Leadership (SL) methods have on organisational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

H2.1: Sustainability Leadership (SL) positively influence organisational performance (OP)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.302 ^a	.091	.073	.637

a. Predictors: (Constant), Influence of sustainability leadership on organisational performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.030	1	2.030	5.007	.030 ^b
	Residual	20.277	50	.406		
	Total	22.308	51			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Influence of sustainability leadership on organisational performance

Coefficients^a

Model		Unstandardised Coefficients		Standardised Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.060	.598		5.113	.000
	Influence of sustainability leadership on organisational performance	.303	.136	.302	2.238	.030

a. Dependent Variable: Organisational performance

H2.2: Sustainability Leadership (SL) positively influence employee engagement (EE)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.425 ^a	.181	.165	.586

a. Predictors: (Constant), Influence of sustainability leadership on employee engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.801	1	3.801	11.051	.002 ^b
	Residual	17.199	50	.344		
	Total	21.000	51			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Influence of sustainability leadership on employee engagement

Coefficients^a

Model		Unstandardised Coefficients		Standardised Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.833	.508		5.578	.000
	Influence of sustainability leadership on employee engagement	.380	.114	.425	3.324	.002

a. Dependent Variable: Employee engagement

H2.3: Sustainability Leadership (SL) positively influence guest happiness (GH)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.158 ^a	.025	.005	.640

a. Predictors: (Constant), Influence of sustainability

leadership on guest happiness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.523	1	.523	1.278	.264 ^b
	Residual	20.458	50	.409		
	Total	20.981	51			

a. Dependent Variable: Guest happiness

b. Predictors: (Constant), Influence of sustainability leadership on guest happiness

Coefficients^a

Model		Unstandardised		Standardised		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.807	.603		6.317	.000
	Influence of sustainability leadership on guest happiness	.151	.134	.158	1.130	.264

a. Dependent Variable: Guest happiness

The total explanatory power (Adjusted R squared value) of the sustainability leadership, an independent variable, for the organisational performance, employee engagement and guest happiness, the dependent variables, are 7.3%, 16.5% and 0.5% respectively; the F statistics value for the variance analysis is 5.007 (p = 0.030), 11.051 (p = 0.002) and 1.278 (p = 0.264) respectively.

Sustainability leadership was found to have a statistically significant impact on organisational performance and employee engagement after the validity of this regression was established. In other words, the standardised coefficient on organisational performance is 0.302 (p=0.030) and employee engagement is 0.425 (p=0.002).

However, the influence of sustainability leadership on guest happiness is not significant as the standardised coefficient is 0.158 ($p=0.264$). It has been demonstrated that each of the factors has a statistically significant positive impact on the other. As a result, hypothesis 2 and its supporting details (2-1 and 2-2) were accepted and 2-3 was rejected.

5.4 DISCUSSION OF RESEARCH QUESTION THREE

For Research Question Three, the model summary indicates that the regression model with resilience leadership as a predictor explains 45.0% of the variance in guest happiness. The ANOVA table confirms the significance of the regression model ($p < .001$), suggesting a significant prediction of guest happiness by resilience leadership. The coefficient table displays the statistically significant influence of resilience leadership on guest happiness ($p = .000$, Beta = .671).

Research Question 3: What influence do Resilience Leadership (RL) methods have on organisational performance, employee engagement, and guest happiness in Bangkok, Thailand's hotel industry?

H3.1: Resilience Leadership (RL) positively influence organisational performance (OP)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 ^a	.280	.266	.620

a. Predictors: (Constant), Influence of resilience leadership on organizational performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.479	1	7.479	19.464	.000 ^b
	Residual	19.213	50	.384		
	Total	26.692	51			

a. Dependent Variable: Organisational performance

b. Predictors: (Constant), Influence of resilience leadership on organizational performance

Coefficients^a

Model		Unstandardised		Standardised		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.460	.677		2.156	.036
	Influence of resilience leadership on organizational performance	.673	.153	.529	4.412	.000

a. Dependent Variable: Organisational performance

H3.2: Resilience Leadership (RL) positively influence employee engagement (EE)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.329 ^a	.108	.090	.551

a. Predictors: (Constant), Influence of resilience leadership on employee engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.838	1	1.838	6.063	.017 ^b
	Residual	15.162	50	.303		
	Total	17.000	51			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), Influence of resilience leadership on employee engagement

Coefficients^a

Model		Unstandardised Coefficients		Standardised Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3.233	.520		6.213	.000
	Influence of resilience leadership on employee engagement	.283	.115	.329	2.462	.017

a. Dependent Variable: Employee engagement

H3.3: Resilience Leadership (RL) positively influence guest happiness (GH)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.439	.498

a. Predictors: (Constant), Influence of resilience leadership on guest happiness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.125	1	10.125	40.846	.000 ^b
	Residual	12.394	50	.248		
	Total	22.519	51			

a. Dependent Variable: Guest happiness

b. Predictors: (Constant), Influence of resilience leadership on guest happiness

Coefficients^a

Model		Unstandardised		Standardised		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.551	.452		3.434	.001
	Influence of resilience leadership on guest happiness	.637	.100	.671	6.391	.000

a. Dependent Variable: Guest happiness

The total explanatory power (Adjusted R squared value) of the resilience leadership, an independent variable, for the organisational performance, employee engagement and guest happiness, the dependent variables, are 26.6%, 09.0% and 43.9% respectively; the F statistics value for the variance analysis is 19.464 (p=0.000), 6.063 (p=0.017) and 40.846 (p=0.000) respectively. Resilience leadership was found to have a statistically significant impact on organisational performance, employee engagement and guest happiness after the validity of this regression was established. In other words, the standardised coefficient on organisational performance is 0.529 (p=0.000), employee engagement is 0.329 (p=0.017), and guest happiness is 0.671 (p=0.000). It has been demonstrated that each of the factors has a statistically significant positive impact on the other. As a result, hypothesis 3 and its supporting details (3-1, 3-2, 3-3) were all accepted.

5.5 CONCLUDING SUMMARY OF THE DISCUSSION

The analysis resulted in positive, promising and significant outcomes. All the hypotheses except H2.3, were significant and supported by the data of this study.

Hypothesis	Results
H1: Transformational Leadership (TL) methods positively influence Organisational Effectiveness (OE).	
H1.1: Transformational Leadership (TL) positively influence organisational performance.	Supported
H1.2: Transformational Leadership (TL) positively influence employee engagement.	Supported
H1.3: Transformational Leadership (TL) positively influence guest happiness.	Supported
H2: Sustainability Leadership (SL) methods positively influence Organisational Effectiveness (OE).	
H2.1: Sustainability Leadership (SL) positively influence organisational performance.	Supported
H2.2: Sustainability Leadership (SL) positively influence employee engagement.	Supported
H2.3: Sustainability Leadership (SL) positively influence guest happiness.	Rejected
H3: Resilience Leadership (RL) methods positively influence Organisational Effectiveness (OE).	
H3.1: Resilience Leadership (RL) positively influence organisational performance.	Supported
H3.2: Resilience Leadership (RL) positively influence employee engagement.	Supported
H3.3: Resilience Leadership (RL) positively influence guest happiness	Supported

Stephens (2014) stated that if the tourism industry wants to continue to be competitive on an international level, it must be inventive and provide services that cannot be compared to those offered by other businesses.

C9 Hotelworks Ltd. (2023) emphasised the need for private businesses and government agencies to re-evaluate their approaches to leadership in order to remain successful in an environment characterised by fast change and the development of trends. They argued that encouraging varied leadership strategies could boost staff growth capacities and promote lucrative growth for the organisation.

They further asserted that businesses in the hospitality industry in Thailand should place an emphasis on transformative, sustainable, and resilient leadership practices to address the challenges they face. The findings of the study led the researchers to propose nine different hypotheses on luxury hotel enterprises in Thailand. The findings were positive, statistically significant and conclusive for each variable. However, the influence of sustainable leadership on visitor happiness was found to be unfavourable.

To begin, the use of transformational leadership (TL) strategies was found to have a positive and significant effect on organisational effectiveness (OE). This finding is supported by previous studies (Avolio & Yammarino, 2013; Khan et al., 2020; Hickman, 2010; Bass & Riggio, 2005; Slatten & Mehmetoglu, 2015). Avolio and Yammarino (2013) highlighted how transformational leadership inspires and motivates individuals to be inventive and creative in their work. Khan et al. (2020) found that transformative leadership between administrators and supervisors can improve employees' civic virtue conduct. Hickman (2010) emphasised the influence of transformational leadership in realising employees' full potential and achieving organisational goals.

Bass and Riggio (2005) discussed the benefits of transformational leadership in the hospitality industry, such as fostering a pleasant working environment and increasing customer satisfaction. Slitten and Mehmetoglu (2015) revealed the positive impact of transformational leadership on staff creativity and the level of service in five-star lodging companies. Additionally, Patiar and Mia (2009), Cheng and Brown (2019), and Nazarian et al. (2021) conducted studies in the luxury hotel industry, which supported the positive association between transformative leadership and staff engagement, work satisfaction, employee service standards, and employee performance. Secondly, sustainable leadership (SL) was found to have significant and positive impacts on firm performance and employee engagement, aligning with previous research (Rogers & Hudson, 2011; Leal Filho et al., 2020). Leal Filho et al. (2020) highlighted the competitive advantage that businesses with a strong commitment to sustainability have in terms of overall profitability.

Michael (2013) discussed how executives can strike a balance between making money and reducing the environmental impact of their organisations. Woo and Kang (2020) emphasised the positive environmental effects of implementing green measures in luxurious accommodations. On the other hand, Ferdig (2007) noted the challenge of balancing company image and customer demands in hotel sustainability. Kim and Han (2017) discussed how sustainable business practices can improve companies' bottom lines and reputation. Gossling et al. emphasised the alignment of organisational goals with sustainability concepts to increase employee enthusiasm and involvement.

Suriyankietkaew et al. (2022) emphasised the need for strategic consideration of long-term sustainability, stakeholder care, ethical business practices, and the balance between socio-environmental duties and financial advantages. They noted the challenge of implementing sustainable practices due to cost and resource limitations in luxury hotel operations. Despite this, there is evidence that sustainability leadership can improve long-term economic performance. Thirdly, resilience leadership (RL) was found to have a positive and substantial impact on organisational effectiveness (OE), consistent with concurrent studies (Giustiniano et al., 2020; Patterson et al., 2009).

Giustiniano et al. (2020) emphasised the role of resilient leadership in maintaining organisational continuity and stability in the face of adversity. Patterson et al. (2009) highlighted how resilient leaders can influence organisational efficiency through the promotion of adaptive behaviours, strong relationships, and consistency. Lombardi et al. (2021) emphasised the importance of resilient leaders in handling crises, enhancing a company's image, establishing a competitive edge, and increasing consumer confidence and reliance on a brand.

CHAPTER VI: SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 SUMMARY

The hotel business in Bangkok is well-known for its variety, fierce competition, and high standards for the satisfaction of its patrons. Therefore, one should proceed with care when attempting to generalise the outcomes of the research to other geographical places or hospitality brands outside of Bangkok. According to the research done on hospitality brands in Bangkok, it is essential to have a grasp of the local culture, as well as the preferences of customers and the dynamics of the market. It underscores the need for hospitality industry executives to have a profound awareness of the local environment and to modify their leadership approaches in accordance with that understanding.

Although the findings of the study suggest that transformational, sustainable, and resilient leadership have a positive impact on organisational performance, employee engagement, and guest happiness, it is essential to investigate how well these leadership styles align with the particular cultural and economic characteristics of Bangkok. In addition, the operational implications for hotel managers in Bangkok need to take into consideration the distinctive difficulties and possibilities presented by this competitive industry. For instance, for leadership practises to be successful, they may need to include aspects such as cultural sensitivity, flexibility, and a strong emphasis on providing excellent customer service.

In order to cater to the varied workforce that is present in the hotel sector in Bangkok, the focus that is placed on employee engagement and happiness should be supplemented with techniques that foster employee empowerment, continuous learning, and cross-cultural communication skills. In addition, the assessment and modification of leadership practises in Bangkok should take into consideration the fluid nature of the expectations held by customers and the tendencies of the market. The demands of Bangkok's hospitality consumers, the city's technical advances, and the city's increasing environmental policies all provide challenges for the city's hospitality businesses.

Therefore, maintaining one's relevance and ability to compete in the market necessitates performing constant analysis and modification of one's leadership methods. The interchange of best practises may be facilitated through collaboration and information sharing within the sector, which can assist hospitality executives in Bangkok successfully handle these obstacles. It is crucial to recognise the need for a nuanced awareness of the local market dynamics, cultural factors, and consumer expectations when examining the results and practical implications in the context of hospitality businesses headquartered in Bangkok. This is especially relevant when considering the findings in light of the setting of the city of Bangkok. The research that has been done on hospitality brands in Bangkok offers important new perspectives on various aspects of the industry, and they should be included into both the analysis and the practical implementation of the results of this study.

6.2 IMPLICATIONS

The findings of the research might provide useful direction for managers and leaders who are contemplating the types of organisational leadership or leadership combinations they wish to pursue and could operate as a resource for them. To begin, for businesses, both public and private, to maintain their level of competitiveness in an environment characterised by fast change and emerging trends, it is imperative that they re-evaluate the leadership techniques they currently employ in the hospitality sector. However, while managers should seek to improve the aforementioned factors, they should also place a greater emphasis on the idealised influence of leaders, which has been shown to be positively connected with staff engagement, organisational performance, and customer satisfaction. By utilising the resources that are now accessible, such as tourism conferences and staff education courses on efficient techniques to provide service to customers (C9 Hotelworks Ltd., 2023), the tourism industry in Thailand has the potential to grow while preserving its distinct cultural and design traits.

Secondly, one of the most important contributions of the research is the affirmation that transformational leadership helps in the process of constructing a corporate knowledge base within the corporation. If you give the organisation a problem, it will have access to more information and will be able to provide you with better solutions (V. J. et al., 2008). The higher the level of skill, the more faultless the reproduction, but also the more difficult it is for anybody outside the organisation to replicate the methods that are generated.

Thirdly, tacit knowledge helps the company to achieve a competitive advantage if it is managed effectively by the leadership of the company. This is due to the fact that tacit information has the ability to not only be useful but also uncommon or distinctive, inimitable, and non-substitutable (Barney, 1991; Winter, 1987). According to Bass and Avolio (2000), transformational leadership places an emphasis on the need to cultivate the capabilities of the individuals of the organisation as well as capitalising on the tacit knowledge held by all employees. The number of people employed in knowledge work is growing, and as tacit knowledge plays a more major part in all activities, more transformative work styles are required.

Fourthly, the hospitality sector, and the luxury portion of that industry in particular, has specific issues surrounding the expectations of their customers, the quality of their services, and the viability of their businesses. Therefore, it is vital to study integrated leadership research in this sector to gain an understanding of how these different leadership styles may be effectively implemented to handle these difficulties. The potential for innovation within a corporation may be significantly impacted by the presence of organisational learning and transformational leadership, both of which work to cultivate an atmosphere and a culture that encourage the efficient production of knowledge and its application. Leaders in creative firms are perpetual learners who can accommodate change in their environment and even help to drive it.

Fifthly, the study highlights the necessity of cultivating long-term leaders in organisational environments. In order for managers to be able to implement more environmentally friendly practices, they need to acquire specialised training and participate in seminars to develop both their routines and their skills. Keeping an eye on how top management is functioning in relation to the sustainable development goals (SDGs) is crucial because open communication and idea-sharing are characteristics of sustainable leaders (Iqbal et al., 2020). This is because open communication and idea-sharing are qualities of sustainable leaders. The only way to get followers to act sustainably is for sustainable leaders to set a good example. Because sustainable leaders are already aware of the challenges posed by climate change and the requirements of their workforce, this form of integration has to be incorporated into the learning environment.

As a result, sustainable leadership strategies will lead to an improvement in productivity and effectiveness at all levels of the organisation. In addition, practitioners need to keep a close watch on perceived psychological empowerment to provide the best possible learning environment. Lastly, to strengthen the link between organisational learning and sustainable performance, management should monitor the various requirements of various stakeholders who report low levels of empowerment. Additionally, this research asserts that RL is the most relevant management strategy for prospering against adversity if hospitality organisations cultivate a responsive and flexible resilience in their employees. These findings may also contribute to the

development of RL and an increase in worker involvement in Thailand's hotel industry (Singh et al., 2023).

6.3 RECOMMENDATIONS FOR FUTURE RESEARCH

A number of suggestions for further research in the subject of leadership in the hotel business may be made on the basis of the results and limitations presented in this study. To begin, there is a need for longitudinal studies that are able to give insights into the long-term consequences of various leadership styles on organisational success, staff engagement, and guest satisfaction. These studies are necessary for a number of reasons. Researchers are able to investigate the dynamic character of leadership and its influence on the dynamics of organisations by keeping a record of leadership practises and the consequences of those practices across time. This would be helpful in establishing causal links as well as uncovering the temporal patterns of the consequences of leadership.

Second, the use of experimental designs has to be encouraged so as to bolster the validity of the causal inference that may be drawn between leadership styles and results. The modification of different leadership styles within the context of experimental investigations enables the observation of the impact that these changes have on organisational performance, staff engagement, and customer satisfaction. A more solid body of data about the causal influence of leadership on the dependent variables might be obtained via the use of a random assignment of leaders to the various leadership conditions.

In addition, future studies should investigate the elements that function as mediators and moderators in the link between leadership styles and results. These factors may have an effect on the quality of the relationship. The impacts of leadership on organisational performance may be mediated or moderated by other variables, such as organisational culture and climate, staff characteristics, and the setting in which the organisation operates. If these characteristics were investigated, then a more nuanced knowledge of the underlying processes via which leadership styles impact results in the hotel sector may be obtained.

The multi-tiered structure of the hotel sector is something that has to be taken into consideration. Methods of multi-level analysis should be used in order to investigate leadership and results on both the individual and organisational levels. With this method, researchers would be able to separate the impacts of leadership practises at various levels of study and take into consideration the hierarchical nature of the data that is found in the hotel business. It is recommended that future studies take into consideration the possibility of conducting comparison studies across a variety of cultural settings and geographical areas. This will help to improve the results' applicability. The hospitality business works in a wide variety of socio-cultural and economic environments, and as a result, the practices of its executives might differ considerably.

The hotel industry may benefit from a more in-depth knowledge of successful leadership practices as well as assistance in identifying culturally unique aspects that have an impact on leadership results if it were possible to compare various leadership styles and the effects those styles have in a variety of situations and cultures.

Another crucial proposal for future study is the improvement of measurement methods. The accuracy and reliability of measurement might be improved by creating and verifying context-specific measuring scales for leadership styles, organisational performance, employee engagement, and customer satisfaction. In addition, the combination of subjective self-report measures with objective performance metrics would result in a more thorough evaluation of the organization's performance.

In the hospitality business, the use of mixed-method techniques has the potential to significantly expand existing understandings of leadership. The use of both quantitative and qualitative research methodologies together would provide a more comprehensive picture of the experiences and perspectives held by leaders, workers, and customers. Complementing the quantitative data and strengthening the overall validity of the results, qualitative research may provide more in-depth insights into the underlying processes and contextual elements that impact the link between leadership styles and outcomes. This kind of study can also enhance the overall validity of the findings.

Last but not least, in the hotel business, the particular leadership practices and strategies that contribute to sustainable tourism should be the primary focus of the study that is conducted in the future. Given the growing significance of sustainability, doing research into the effect of sustainability leadership on ecologically responsible practises, community participation, and guest happiness would give hotel managers who are attempting to adopt sustainable projects significant information.

Future research may build upon the results of the present study and increase knowledge and understanding of successful leadership practices in the hotel sector if it takes these suggestions into consideration and addresses them. These improvements will provide hotel managers, executives, and policymakers with valuable information that will assist them in their attempts to improve organisational performance, employee engagement, and client pleasure in a sector that is continually expanding.

6.4 CONCLUDING SUMMARY OF THE IMPLICATIONS AND RECOMMENDATIONS

In conclusion, the ramifications of this study offer valuable insights into the relationships between the various types of leadership styles (transformational leadership, sustainability leadership, and resilience leadership), as well as their impact on organisational performance, employee engagement, and customer satisfaction in the hospitality industry. According to the results, transformative, sustainable, and resilient leadership styles all have favourable benefits on a variety of characteristics of an organization's performance.

However, it is vital to approach these results cautiously and to evaluate the limits of the research, such as the sample size, the context, missing data, outliers, and departures from normalcy. Doing so will ensure that you arrive at the most accurate conclusions possible. The study's findings have a number of real-world applications, the most important of which is drawing attention to the significance of the hotel industry's adoption of practices that promote successful leadership. If an organisation places a priority on transformational, sustainable, and resilient leadership, there is a good chance that the organization's overall performance will improve, the staff engagement levels will rise, and the level of customer satisfaction will rise as well. Various results highlight the need for hotel managers and executives to consider using various leadership styles in order to boost both the overall performance of the organisation and the visitor experiences that they provide. The limitations of this study bring to light a number of suggestions for avenues that may be pursued in further research.

For the purpose of determining whether or not there is a causal link between leadership styles and results, longitudinal research and experimental designs are required. A more in-depth comprehension of the dynamics of leadership in the hotel sector might be attained via the investigation of elements that function as mediators and moderators, the execution of multi-level studies, and the incorporation of cross-cultural considerations.

In addition, the development of improved measuring techniques, the use of mixed-methods research methodologies, and an increased emphasis on environmentally responsible leadership practises are all essential to the advancement of research in this area. Future research may expand upon the results of this study and contribute to a better knowledge of successful leadership practices in the hotel sector if it takes these suggestions into consideration and addresses them. This information will be beneficial to hotel managers, executives, and policymakers in their attempts to increase organisational success, inspire staff engagement, and enhance visitor pleasure within a sector that is both competitive and constantly expanding. The implications and suggestions that were presented by this study serve as a platform for more research as well as practical applications in the subject of leadership in the hotel sector.

APPENDIX A SURVEY COVER LETTER

THE STRATEGIC LEADERSHIP MANAGEMENT OF THE LUXURY HOSPITALITY INDUSTRY: AN EXAMINATION OF ORGANISATIONAL EFFECTIVENESS BY UTILISING INTEGRATED LEADERSHIP PRINCIPLES

Dear Hospitality Executives and Leaders in Bangkok, Thailand,

I hope this missive finds you in good health. My name is Pattisan Kemrichard, and I am pursuing a doctoral degree in business administration at the Swiss School of Business and Management in Geneva. I am writing to invite you to participate in an important research study investigating the challenges and opportunities of reconsidering and reconfiguring hospitality leadership in Bangkok, Thailand's hospitality sector. This study examines the integration of transformational leadership, sustainability leadership, and resilience leadership in order to enhance organizational efficacy and promote innovation in the industry. As a well-respected and seasoned leader in Bangkok's hospitality industry, your insights and perspectives are of great value to this study. Participation in this study would entail completing a confidential online questionnaire. The survey asks about leadership practices, organisational efficacy, and the incorporation of traditional Thai design into hotels. The survey is estimated to take approximately 20 minutes to complete. Please rest assured that the confidentiality and anonymity of your responses will be strictly maintained. The submitted data will only be used for research purposes and will be reported in aggregate form to prevent the identification of any individual or organisation.

Your participation in this study is wholly voluntary, and you may withdraw at any time without incurring any penalties. You will contribute to the advancement of knowledge in the field of hospitality leadership and support the development of strategies to modernise the industry and promote sustainable practices by participating in this research.

Please feel free to contact me via (pattisan@ssbm.ch) if you have any queries or concerns regarding the research study. In addition, if you would like a summary of the research findings, please designate your interest at the conclusion of the survey, and I will be delighted to provide you with the information.

Thank you for considering participating in this research study. Your valuable insights and knowledge will considerably contribute to our comprehension of hospitality leadership in Bangkok's hospitality industry. Your participation is greatly valued and will contribute significantly to the success of this study.

I extend my sincere appreciation for your time and consideration once more. I anticipate your participation and the insightful contributions you will make.

Yours faithfully,

Pattisan Kemrichard
Doctorate Candidate of Business Administration
Swiss School of Business and Management Geneva

APPENDIX B INFORMED CONSENT

Dear Participant,

I hope that this missive finds you well. I am presently pursuing a doctorate in business administration at the Swiss School of Business and Management in Geneva. My name is Pattisan Kemrichard. I am writing to invite you to participate in an important research study that seeks to investigate the challenges and opportunities associated with reconsidering and reshaping hospitality leadership in Bangkok, Thailand's hospitality industry.

The questionnaire will inquire about your views on leadership practices, organisational efficacy, and the incorporation of traditional Thai design into hotels. The survey is estimated to take approximately 20 minutes to complete. Rest assured that your responses will be kept strictly confidential and anonymous. The submitted data will only be used for research and will be reported in a manner that protects the anonymity of individuals and organizations.

Participation in this study is wholly voluntary, and you may withdraw at any time without penalty. You will contribute to the advancement of knowledge in the field of hospitality leadership and support the development of strategies to modernize the industry and promote sustainable practices through your participation.

To access the online survey, kindly visit the following link belows.

https://docs.google.com/forms/d/e/1FAIpQLSdGMzugtoAdl4AtsLo2rBY_0XGAzz44PRVgOWA_yLxYnEGfnw/viewform?usp=sf_link

Please feel free to contact me at pattisan@ssbm.ch if you have any queries or concerns regarding the research study. In addition, if you would like a summary of the research findings, please designate your interest at the conclusion of the survey, and I will be happy to provide it.

I appreciate your interest in participating in this research study. Your insightful observations and knowledge will contribute substantially to our comprehension of hospitality leadership in Bangkok's hospitality industry. Your participation is vital to the success of this study and is sincerely appreciated. I am grateful for your time and consideration. I eagerly anticipate your participation and the significant contributions you will make.

Yours faithfully,

Pattisan Kemrichard

Doctorate Candidate of Business Administration

Swiss School of Business and Management Geneva

APPENDIX C INTERVIEW GUIDE

The interview guide for the poll will be made so that people who work in the hotel business in Bangkok can give their opinions. The purpose of the conversation is to find out what they think and what they know about innovative, sustainable, and adaptable leadership in their own organisations. At the start of the interview, the participants will be introduced to the ideas of transformational, sustainable, and resilient leadership. The importance of these ideas in the hotel industry will be emphasised. Participants will be asked to talk about what they know about these leadership types and how they relate to making an organisation work better. In particular, individuals will be asked to talk about how they have seen or been a part of changing leadership in their workplaces. They will be asked to give examples of leaders who have inspired and encouraged workers, made the workplace a good place to work, and acted in a decent way.

Participants will be asked to think about how these practises might affect employee involvement, job happiness, and the success of the organisation as a whole. Participants will also be asked to talk about how they think sustainable leadership can be used in the hotel business. They will be asked to talk about what their organisations could do to promote sustainability, such as using practises that are good for the earth, getting involved in the community, and getting supplies in a responsible way. Participants will also be asked to think about how important it is for leaders in the hotel business to be strong in the face of problems and uncertainty.

APPENDIX D SURVEY QUESTIONAIRES

1. Demographic Information: Please provide the following information about yourself:

1.1 Age

- 26-35
- 36-45
- 46 and above

1.2 Gender

- Male
- Female
- LGBTQ+

1.3 Years of experience in the hospitality industry

- 0-5
- 6-10
- 11-15
- 16-20
- More than 21 years

2. Transformational Leadership (TL) and Organisational Performance:

The following questions pertain to the influence of transformational leadership (TL) on organisational performance.

2.1 Please rate the extent to which you believe transformational leadership methods positively influence the overall performance of your organisation

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2.2 How would you rate the current organisational performance of your hotel?

- Excellent
- Good
- Fair
- Below Average
- Poor

3. Transformational Leadership (TL) and Employee Engagement:

The following questions pertain to the influence of transformational leadership (TL) on employee engagement.

3.1. To what extent do you believe transformational leadership methods positively influence employee engagement in your organisation?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3.2. How would you rate the level of employee engagement in your organisation?

- High
- Moderate
- Neutral
- Low
- Very Low

4. Transformational Leadership (TL) and Guest Happiness:

The following questions pertain to the influence of transformational leadership (TL) on guest happiness.

4.1. To what extent do you believe transformational leadership methods positively influence guest happiness in your hotel?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

4.2. How would you rate the level of guest happiness in your hotel?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

5. Sustainability Leadership (SL) and Organisational Performance:

The following questions pertain to the influence of sustainability leadership (SL) on organisational performance.

5.1. Please rate the extent to which you believe sustainability leadership methods positively influence the overall performance of your organisation

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

5.2. How would you rate the current organisational performance of your hotel?

- Excellent
- Good
- Fair
- Below Average
- Poor

6. Sustainability Leadership (SL) and Employee Engagement:

The following questions pertain to the influence of sustainability leadership (SL) on employee engagement.

6.1. To what extent do you believe sustainability leadership methods positively influence employee engagement in your organisation?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

6.2. How would you rate the level of employee engagement in your organisation?

- High
- Moderate
- Neutral
- Low
- Very Low

7. Sustainability Leadership (SL) and Guest Happiness:

The following questions pertain to the influence of sustainability leadership (SL) on guest happiness.

7.1. To what extent do you believe sustainability leadership methods positively influence guest happiness in your hotel?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

7.2. How would you rate the level of guest happiness in your hotel?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

8. Resilience, Leadership (RL), and Organisational Performance:

The following questions pertain to the influence of resilience leadership (RL) on organisational performance.

8.1. Please rate the extent to which you believe Resilience Leadership methods positively influence the overall performance of your organisation

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8.2. How would you rate the current organisational performance of your hotel?

- Excellent
- Good
- Average
- Below Average
- Poor

9. Resilience Leadership (RL) and Employee Engagement:

The following questions pertain to the influence of Resilience Leadership (RL) on employee engagement.

9.1. To what extent do you believe Resilience Leadership methods positively influence employee engagement in your organisation?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9.2. How would you rate the level of employee engagement in your organisation?

- High
- Moderate
- Neutral
- Low
- Very Low

10. Resilience Leadership (RL) and Guest Happiness:

The following questions pertain to the influence of Resilience Leadership (RL) on guest happiness.

10.1. To what extent do you believe Resilience Leadership methods positively influence guest happiness in your hotel?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

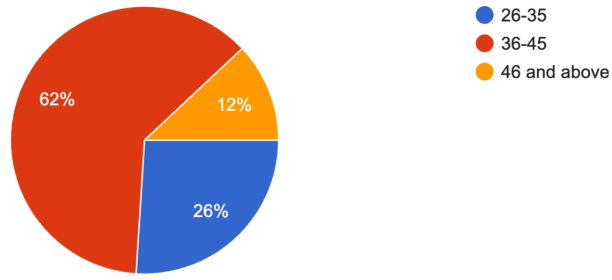
10.2. How would you rate the level of guest happiness in your hotel?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

APPENDIX E RAW DATA

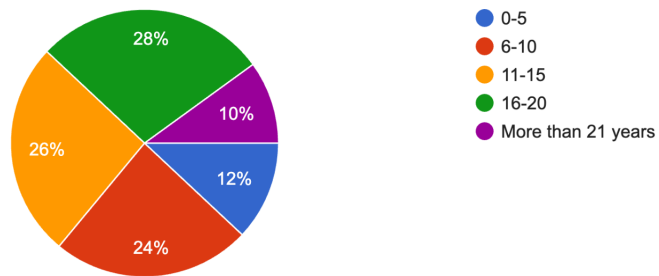
1.1 Age

50 responses



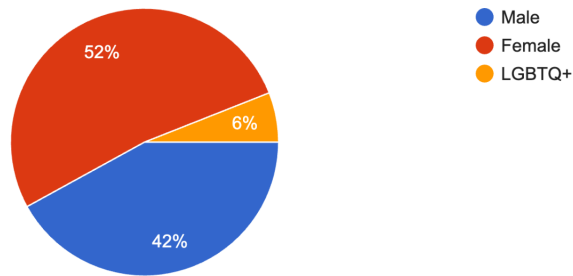
1.3 Years of experience in the hospitality industry

50 responses



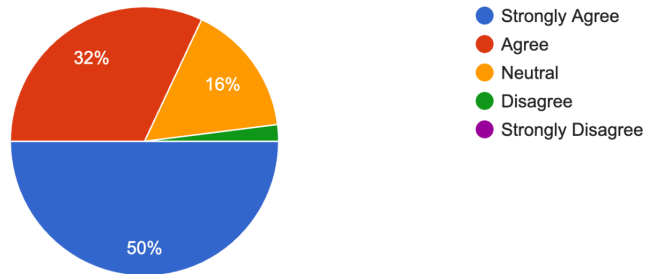
1.2 Gender

50 responses



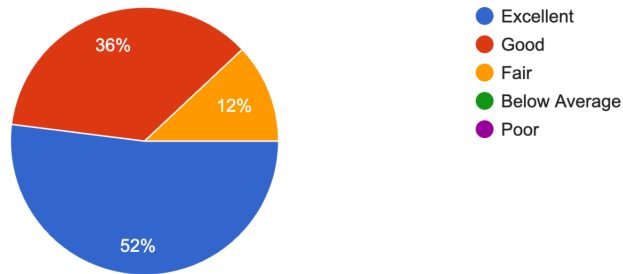
2.1 Please rate the extent to which you believe transformational leadership methods positively influence the overall performance of your organisation

50 responses



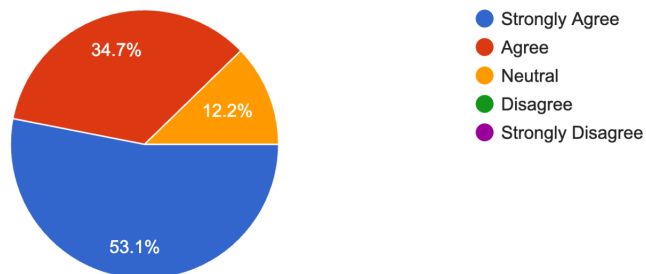
2.2 How would you rate the current organisational performance of your hotel?

50 responses



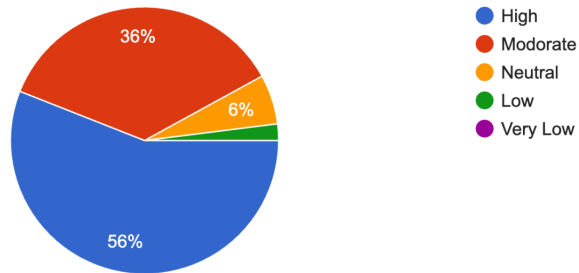
3.1. To what extent do you believe transformational leadership methods positively influence employee engagement in your organisation?

49 responses



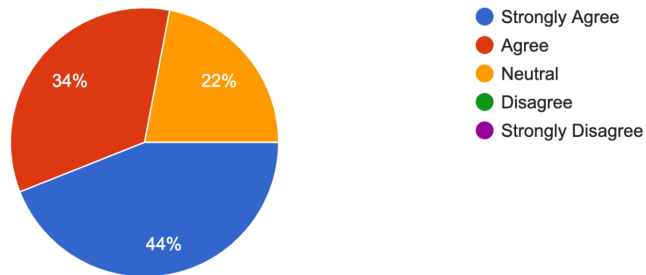
3.2. How would you rate the level of employee engagement in your organisation?

50 responses



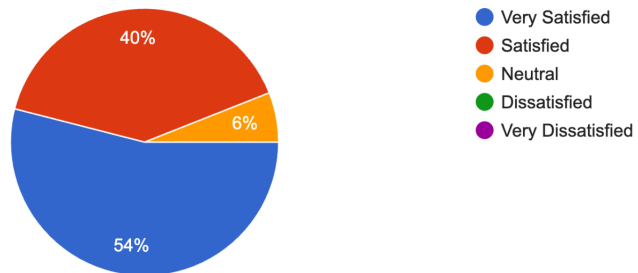
4.1. To what extent do you believe transformational leadership methods positively influence guest happiness in your hotel?

50 responses



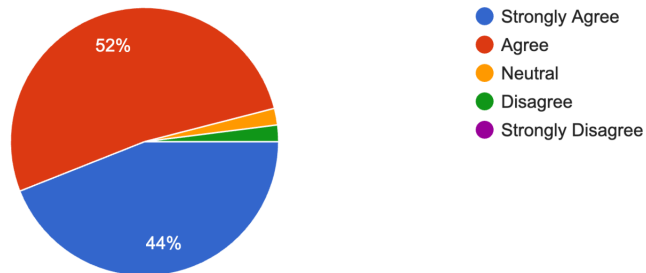
4.2. How would you rate the level of guest happiness in your hotel?

50 responses



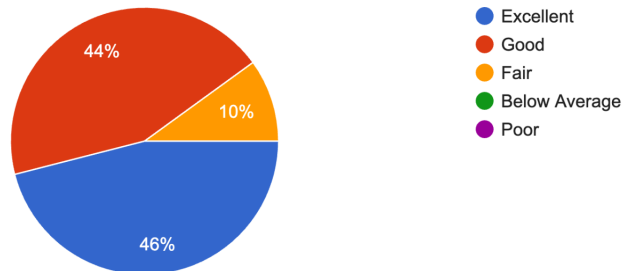
5.1. Please rate the extent to which you believe sustainability leadership methods positively influence the overall performance of your organisation

50 responses



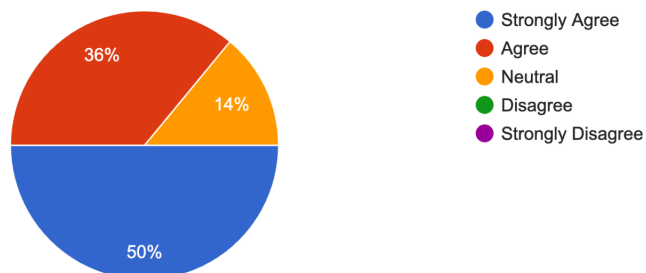
5.2. How would you rate the current organisational performance of your hotel?

50 responses



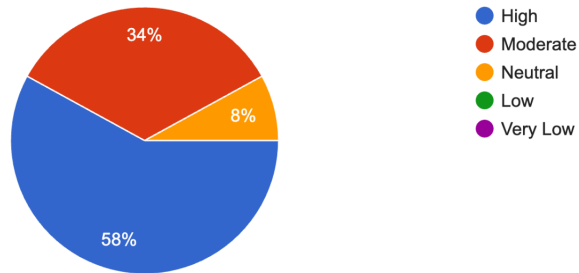
6.1. To what extent do you believe sustainability leadership methods positively influence employee engagement in your organisation?

50 responses



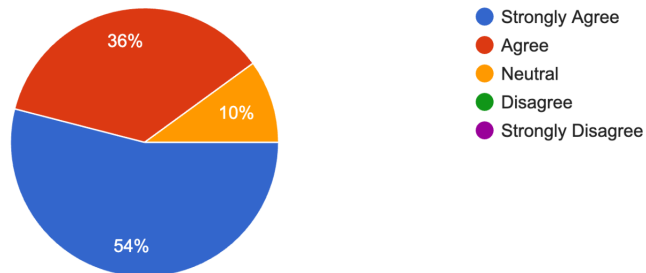
6.2. How would you rate the level of employee engagement in your organisation?

50 responses



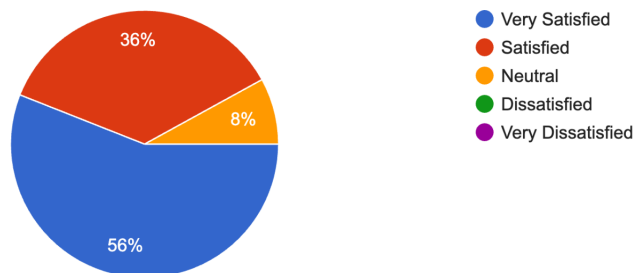
7.1. To what extent do you believe sustainability leadership methods positively influence guest happiness in your hotel?

50 responses



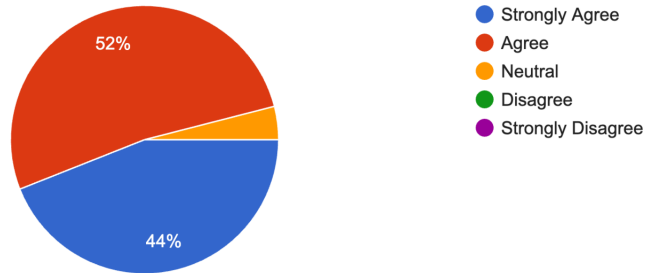
7.2. How would you rate the level of guest happiness in your hotel?

50 responses



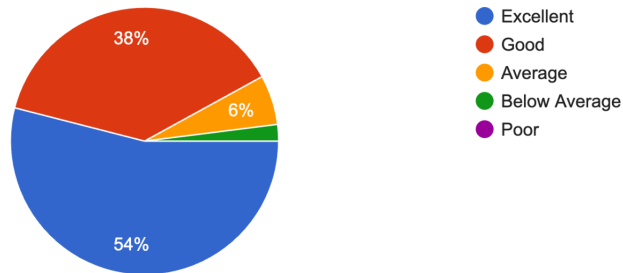
8.1. Please rate the extent to which you believe Resilience Leadership methods positively influence the overall performance of your organisation

50 responses



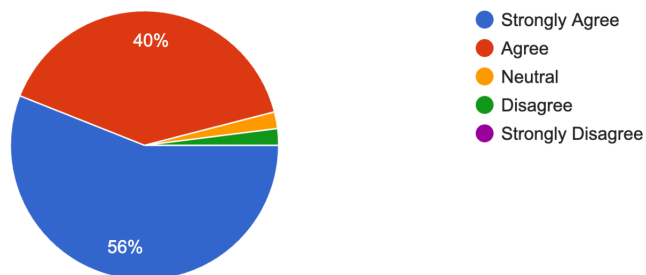
8.2. How would you rate the current organisational performance of your hotel?

50 responses



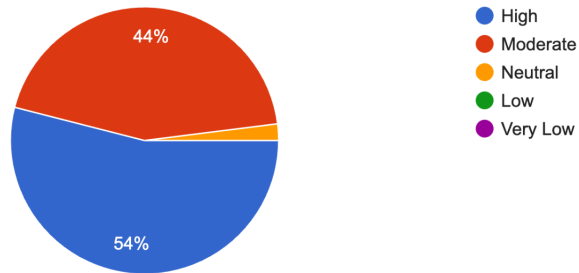
9.1. To what extent do you believe Resilience Leadership methods positively influence employee engagement in your organisation?

50 responses



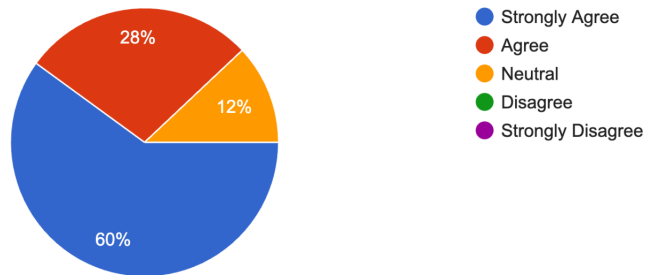
9.2. How would you rate the level of employee engagement in your organisation?

50 responses



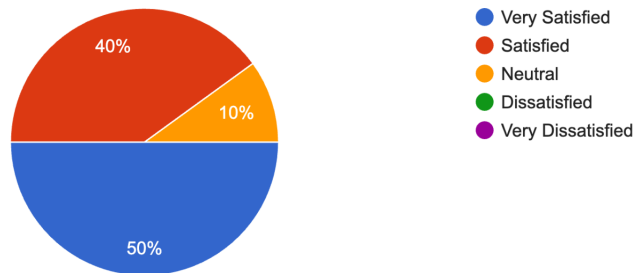
10.1. To what extent do you believe Resilience Leadership methods positively influence guest happiness in your hotel?

50 responses



10.2. How would you rate the level of guest happiness in your hotel?

50 responses



APPENDIX E FREQUENCIES

		Statistics			
		Demographics	Gender	Years of experience in the hospitality industry	Influence of transformational leadership on organisational performance
N	Valid	52	52	52	52
	Missing	0	0	0	0
Mean					4.33
Std. Error of Mean					.112
Median					5.00
Mode					5
Std. Deviation					.810
Variance					.656
Skewness					-.907
Std. Error of Skewness					.330
Kurtosis					-.115
Std. Error of Kurtosis					.650
Range					3
Minimum					2
Maximum					5
Sum					225
Percentiles	25				4.00
	50				5.00
	75				5.00

Statistics

		Organisational performance	Influence of transformational leadership on employee engagement	Employee engagement	Influence of transformational leadership on guest happiness
N	Valid	52	51	52	52
	Missing	0	1	0	0
Mean		4.42	4.43	4.46	4.25
Std. Error of Mean		.096	.098	.097	.109
Median		5.00	5.00	5.00	4.00
Mode		5	5	5	5
Std. Deviation		.696	.700	.699	.789
Variance		.484	.490	.489	.623
Skewness		-.804	-.838	-1.291	-.483
Std. Error of Skewness		.330	.333	.330	.330
Kurtosis		-.523	-.495	1.775	-1.221
Std. Error of Kurtosis		.650	.656	.650	.650
Range		2	2	3	2
Minimum		3	3	2	3
Maximum		5	5	5	5
Sum		230	226	232	221
Percentiles	25	4.00	4.00	4.00	4.00
	50	5.00	5.00	5.00	4.00
	75	5.00	5.00	5.00	5.00

Statistics

		Guest happiness	Influence of sustainability leadership on organisational performance	Organisational performance	Influence of sustainability leadership on employee engagement
N	Valid	52	52	52	52
	Missing	0	0	0	0
Mean		4.48	4.37	4.38	4.38
Std. Error of Mean		.085	.091	.092	.100
Median		5.00	4.00	4.00	5.00
Mode		5	4	5	5
Std. Deviation		.610	.658	.661	.718
Variance		.372	.433	.437	.516
Skewness		-.732	-.983	-.613	-.733
Std. Error of Skewness		.330	.330	.330	.330
Kurtosis		-.385	1.820	-.597	-.699
Std. Error of Kurtosis		.650	.650	.650	.650
Range		2	3	2	2
Minimum		3	2	3	3
Maximum		5	5	5	5
Sum		233	227	228	228
Percentiles	25	4.00	4.00	4.00	4.00
	50	5.00	4.00	4.00	5.00
	75	5.00	5.00	5.00	5.00

Statistics

		Employee engagement	Influence of sustainability leadership on guest happiness	Guest happiness	Influence of resilience leadership on organizational performance
N	Valid	52	52	52	52
	Missing	0	0	0	0
Mean		4.50	4.46	4.48	4.40
Std. Error of Mean		.089	.093	.089	.079
Median		5.00	5.00	5.00	4.00
Mode		5	5	5	4
Std. Deviation		.642	.670	.641	.569
Variance		.412	.449	.411	.324
Skewness		-.926	-.870	-.853	-.270
Std. Error of Skewness		.330	.330	.330	.330
Kurtosis		-.160	-.339	-.271	-.790
Std. Error of Kurtosis		.650	.650	.650	.650
Range		2	2	2	2
Minimum		3	3	3	3
Maximum		5	5	5	5
Sum		234	232	233	229
Percentiles	25	4.00	4.00	4.00	4.00
	50	5.00	5.00	5.00	4.00
	75	5.00	5.00	5.00	5.00

		Statistics			
		Organisational performance	Influence of resilience leadership on employee engagement	Employee engagement	Influence of resilience leadership on guest happiness
N	Valid	52	52	52	52
	Missing	0	0	0	0
Mean		4.42	4.48	4.50	4.48
Std. Error of Mean		.100	.093	.080	.097
Median		5.00	5.00	5.00	5.00
Mode		5	5	5	5
Std. Deviation		.723	.671	.577	.700
Variance		.523	.451	.333	.490
Skewness		-1.175	-1.343	-.636	-1.000
Std. Error of Skewness		.330	.330	.330	.330
Kurtosis		1.211	2.319	-.555	-.252
Std. Error of Kurtosis		.650	.650	.650	.650
Range		3	3	2	2
Minimum		2	2	3	3
Maximum		5	5	5	5
Sum		230	233	234	233
Percentiles	25	4.00	4.00	4.00	4.00
	50	5.00	5.00	5.00	5.00
	75	5.00	5.00	5.00	5.00

Statistics

		Guest happiness
N	Valid	52
	Missing	0
Mean		4.40
Std. Error of Mean		.092
Median		4.50
Mode		5
Std. Deviation		.664
Variance		.442
Skewness		-.675
Std. Error of Skewness		.330
Kurtosis		-.553
Std. Error of Kurtosis		.650
Range		2
Minimum		3
Maximum		5
Sum		229
Percentiles	25	4.00
	50	4.50
	75	5.00

Frequency Table

Demographics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	1	1.9	1.9	1.9
	26-35	14	26.9	26.9	28.8
	36-45	31	59.6	59.6	88.5
	46 and above	6	11.5	11.5	100.0
	Total	52	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	26	50.0	50.0	50.0
	LGBTQ+	4	7.7	7.7	57.7
	Male	22	42.3	42.3	100.0
	Total	52	100.0	100.0	

Years of experience in the hospitality industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 5	7	13.5	13.5	13.5
	11 - 15	13	25.0	25.0	38.5
	16 - 20	14	26.9	26.9	65.4
	6 - 10	13	25.0	25.0	90.4
	More than 21 years	5	9.6	9.6	100.0
	Total	52	100.0	100.0	

Influence of transformational leadership on organisational performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.9	1.9	1.9
	Neutral	8	15.4	15.4	17.3
	Agree	16	30.8	30.8	48.1
	Strongly Agree	27	51.9	51.9	100.0
	Total	52	100.0	100.0	

Organisational performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	6	11.5	11.5	11.5
	Good	18	34.6	34.6	46.2
	Excellent	28	53.8	53.8	100.0
	Total	52	100.0	100.0	

Influence of transformational leadership on employee engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	11.5	11.8	11.8
	Agree	17	32.7	33.3	45.1
	Strongly Agree	28	53.8	54.9	100.0
	Total	51	98.1	100.0	
Missing	System	1	1.9		
Total		52	100.0		

Employee engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	1.9	1.9	1.9
	Neutral	3	5.8	5.8	7.7
	Moderate	19	36.5	36.5	44.2
	High	29	55.8	55.8	100.0
	Total	52	100.0	100.0	

Influence of transformational leadership on guest happiness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	11	21.2	21.2	21.2
	Agree	17	32.7	32.7	53.8
	Strongly Agree	24	46.2	46.2	100.0
	Total	52	100.0	100.0	

Guest happiness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	5.8	5.8	5.8
	Satisfied	21	40.4	40.4	46.2
	Very Satisfied	28	53.8	53.8	100.0
	Total	52	100.0	100.0	

Influence of sustainability leadership on organisational performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.9	1.9	1.9
	Neutral	2	3.8	3.8	5.8
	Agree	26	50.0	50.0	55.8
	Strongly Agree	23	44.2	44.2	100.0
	Total	52	100.0	100.0	

Organisational performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fair	5	9.6	9.6	9.6
	Good	22	42.3	42.3	51.9
	Excellent	25	48.1	48.1	100.0
	Total	52	100.0	100.0	

Influence of sustainability leadership on employee engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	7	13.5	13.5	13.5
	Agree	18	34.6	34.6	48.1
	Strongly Agree	27	51.9	51.9	100.0
	Total	52	100.0	100.0	

Employee engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	4	7.7	7.7	7.7
	Moderate	18	34.6	34.6	42.3
	High	30	57.7	57.7	100.0
	Total	52	100.0	100.0	

Influence of sustainability leadership on guest happiness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	5	9.6	9.6	9.6
	Agree	18	34.6	34.6	44.2
	Strongly Agree	29	55.8	55.8	100.0
	Total	52	100.0	100.0	

Guest happiness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	7.7	7.7	7.7
	4	19	36.5	36.5	44.2
	5	29	55.8	55.8	100.0
	Total	52	100.0	100.0	

Influence of resilience leadership on organizational performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	3.8	3.8	3.8
	Agree	27	51.9	51.9	55.8
	Strongly Agree	23	44.2	44.2	100.0
	Total	52	100.0	100.0	

Organisational performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Average	1	1.9	1.9	1.9
	Fair	4	7.7	7.7	9.6
	Good	19	36.5	36.5	46.2
	Excellent	28	53.8	53.8	100.0
	Total	52	100.0	100.0	

Influence of resilience leadership on employee engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1.9	1.9	1.9
	Neutral	2	3.8	3.8	5.8
	Agree	20	38.5	38.5	44.2
	Strongly Agree	29	55.8	55.8	100.0
	Total	52	100.0	100.0	

Employee engagement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	3.8	3.8	3.8
	Moderate	22	42.3	42.3	46.2
	High	28	53.8	53.8	100.0
	Total	52	100.0	100.0	

Influence of resilience leadership on guest happiness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	11.5	11.5	11.5
	Agree	15	28.8	28.8	40.4
	Strongly Agree	31	59.6	59.6	100.0
	Total	52	100.0	100.0	

Guest happiness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	9.6	9.6	9.6
	4	21	40.4	40.4	50.0
	5	26	50.0	50.0	100.0
	Total	52	100.0	100.0	

APPENDIX F DESCRIPTIVE STATISTICS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Influence of transformational leadership on organisational performance	52	2	5	4.33	.810
Organisational performance	52	3	5	4.42	.696
Influence of transformational leadership on employee engagement	51	3	5	4.43	.700
Employee engagement	52	2	5	4.46	.699
Influence of transformational leadership on guest happiness	52	3	5	4.25	.789
Guest happiness	52	3	5	4.48	.610
Influence of sustainability leadership on organisational performance	52	2	5	4.37	.658
Organisational performance	52	3	5	4.38	.661
Influence of sustainability leadership on employee engagement	52	3	5	4.38	.718
Employee engagement	52	3	5	4.50	.642
Influence of sustainability leadership on guest happiness	52	3	5	4.46	.670
Guest happiness	52	3	5	4.48	.641
Influence of resilience leadership on organizational performance	52	3	5	4.40	.569
Organisational performance	52	2	5	4.42	.723
Influence of resilience leadership on employee engagement	52	2	5	4.48	.671
Employee engagement	52	3	5	4.50	.577
Influence of resilience leadership on guest happiness	52	3	5	4.48	.700
Guest happiness	52	3	5	4.40	.664
Valid N (listwise)	51				

APPENDIX G COMMON METHOD BIAS

Component	Total Variance Explained					
	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.953	49.737	49.737	8.953	49.737	49.737
2	1.573	8.736	58.473	1.573	8.736	58.473
3	1.201	6.670	65.143	1.201	6.670	65.143
4	.959	5.328	70.471			
5	.832	4.621	75.092			
6	.722	4.013	79.105			
7	.574	3.187	82.292			
8	.537	2.981	85.273			
9	.527	2.925	88.198			
10	.452	2.513	90.711			
11	.372	2.067	92.778			
12	.298	1.657	94.435			
13	.279	1.549	95.984			
14	.244	1.357	97.341			
15	.171	.950	98.291			
16	.124	.691	98.983			
17	.104	.578	99.561			
18	.079	.439	100.000			

Extraction Method: Principal Component Analysis.

APPENDIX H NON-RESPONSE BIAS

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	TL1_E	4.2692	26	.82741	.16227
	TL1_L	4.3846	26	.80384	.15765
Pair 2	OP1_E	4.3077	26	.73589	.14432
	OP1_L	4.5385	26	.64689	.12686
Pair 3	TL2_E	4.4400	25	.71181	.14236
	TL2_L	4.4000	25	.70711	.14142
Pair 4	EE1_E	4.3462	26	.74524	.14615
	EE1_L	4.5769	26	.64331	.12616
Pair 5	TL3_E	4.0385	26	.82369	.16154
	TL3_L	4.4615	26	.70602	.13846
Pair 6	GH1_E	4.5000	26	.58310	.11435
	GH1_L	4.4615	26	.64689	.12686
Pair 7	SL1_E	4.1538	26	.73170	.14350
	SL1_L	4.5769	26	.50383	.09881
Pair 8	OP2_E	4.2692	26	.72430	.14205
	OP2_L	4.5000	26	.58310	.11435
Pair 9	SL2_E	4.2308	26	.81524	.15988
	SL2_L	4.5385	26	.58177	.11410
Pair 10	EE2_E	4.3846	26	.69725	.13674
	EE2_L	4.6154	26	.57110	.11200
Pair 11	SL3_E	4.2692	26	.72430	.14205
	SL3_L	4.6538	26	.56159	.11014
Pair 12	GH2_E	4.3077	26	.73589	.14432
	GH2_L	4.6538	26	.48516	.09515
Pair 13	RL1_E	4.2692	26	.53349	.10463
	RL1_L	4.5385	26	.58177	.11410
Pair 14	OP3_E	4.1923	26	.80096	.15708
	OP3_L	4.6538	26	.56159	.11014
Pair 15	RL2_E	4.3077	26	.73589	.14432
	RL2_L	4.6538	26	.56159	.11014
Pair 16	EE3_E	4.3462	26	.62880	.12332
	EE3_L	4.6538	26	.48516	.09515
Pair 17	RL3_E	4.2692	26	.77757	.15249
	RL3_L	4.6923	26	.54913	.10769
Pair 18	GH3_E	4.2692	26	.72430	.14205
	GH3_L	4.5385	26	.58177	.11410

Paired Samples Correlations

		N	Correlation	Significance	
				One-Sided p	Two-Sided p
Pair 1	TL1_E & TL1_L	26	.439	.012	.025
Pair 2	OP1_E & OP1_L	26	-.026	.450	.900
Pair 3	TL2_E & TL2_L	25	-.033	.438	.875
Pair 4	EE1_E & EE1_L	26	-.266	.094	.188
Pair 5	TL3_E & TL3_L	26	-.101	.313	.625
Pair 6	GH1_E & GH1_L	26	-.212	.149	.298
Pair 7	SL1_E & SL1_L	26	-.033	.436	.871
Pair 8	OP2_E & OP2_L	26	.331	.049	.098
Pair 9	SL2_E & SL2_L	26	-.104	.307	.614
Pair 10	EE2_E & EE2_L	26	.185	.182	.364
Pair 11	SL3_E & SL3_L	26	.337	.046	.093
Pair 12	GH2_E & GH2_L	26	-.362	.035	.069
Pair 13	RL1_E & RL1_L	26	.030	.443	.885
Pair 14	OP3_E & OP3_L	26	.065	.376	.752
Pair 15	RL2_E & RL2_L	26	.171	.201	.403
Pair 16	EE3_E & EE3_L	26	-.247	.112	.224
Pair 17	RL3_E & RL3_L	26	.108	.300	.599
Pair 18	GH3_E & GH3_L	26	.212	.150	.299

Paired Samples Test

		Paired Differences			95% Confidence ...
		Mean	Std. Deviation	Std. Error Mean	Lower
Pair 1	TL1_E - TL1_L	-.11538	.86380	.16941	-.46428
Pair 2	OP1_E - OP1_L	-.23077	.99228	.19460	-.63156
Pair 3	TL2_E - TL2_L	.04000	1.01980	.20396	-.38095
Pair 4	EE1_E - EE1_L	-.23077	1.10662	.21703	-.67774
Pair 5	TL3_E - TL3_L	-.42308	1.13747	.22308	-.88251
Pair 6	GH1_E - GH1_L	.03846	.95836	.18795	-.34863
Pair 7	SL1_E - SL1_L	-.42308	.90213	.17692	-.78746
Pair 8	OP2_E - OP2_L	-.23077	.76460	.14995	-.53960
Pair 9	SL2_E - SL2_L	-.30769	1.04954	.20583	-.73161
Pair 10	EE2_E - EE2_L	-.23077	.81524	.15988	-.56005
Pair 11	SL3_E - SL3_L	-.38462	.75243	.14756	-.68853
Pair 12	GH2_E - GH2_L	-.34615	1.01754	.19956	-.75715
Pair 13	RL1_E - RL1_L	-.26923	.77757	.15249	-.58330
Pair 14	OP3_E - OP3_L	-.46154	.94787	.18589	-.84439
Pair 15	RL2_E - RL2_L	-.34615	.84580	.16588	-.68778
Pair 16	EE3_E - EE3_L	-.30769	.88405	.17338	-.66477
Pair 17	RL3_E - RL3_L	-.42308	.90213	.17692	-.78746
Pair 18	GH3_E - GH3_L	-.26923	.82741	.16227	-.60343

Paired Samples Test

	Paired ...	95% Confidence Interval of the ...	t	df	Significance	
					Upper	One-Sided p
Pair 1	TL1_E - TL1_L	.23351	-.681	25	.251	.502
Pair 2	OP1_E - OP1_L	.17002	-1.186	25	.123	.247
Pair 3	TL2_E - TL2_L	.46095	.196	24	.423	.846
Pair 4	EE1_E - EE1_L	.21621	-1.063	25	.149	.298
Pair 5	TL3_E - TL3_L	.03636	-1.897	25	.035	.069
Pair 6	GH1_E - GH1_L	.42555	.205	25	.420	.840
Pair 7	SL1_E - SL1_L	-.05870	-2.391	25	.012	.025
Pair 8	OP2_E - OP2_L	.07806	-1.539	25	.068	.136
Pair 9	SL2_E - SL2_L	.11623	-1.495	25	.074	.147
Pair 10	EE2_E - EE2_L	.09851	-1.443	25	.081	.161
Pair 11	SL3_E - SL3_L	-.08070	-2.606	25	.008	.015
Pair 12	GH2_E - GH2_L	.06484	-1.735	25	.048	.095
Pair 13	RL1_E - RL1_L	.04484	-1.766	25	.045	.090
Pair 14	OP3_E - OP3_L	-.07868	-2.483	25	.010	.020
Pair 15	RL2_E - RL2_L	-.00453	-2.087	25	.024	.047
Pair 16	EE3_E - EE3_L	.04938	-1.775	25	.044	.088
Pair 17	RL3_E - RL3_L	-.05870	-2.391	25	.012	.025
Pair 18	GH3_E - GH3_L	.06497	-1.659	25	.055	.110

Paired Samples Effect Sizes

			Standardizer ^a	Point Estimate	95% ... Lower
Pair 1	TL1_E - TL1_L	Cohen's d	.86380	-.134	-.518
		Hedges' correction	.89084	-.130	-.503
Pair 2	OP1_E - OP1_L	Cohen's d	.99228	-.233	-.620
		Hedges' correction	1.02334	-.226	-.601
Pair 3	TL2_E - TL2_L	Cohen's d	1.01980	.039	-.353
		Hedges' correction	1.05312	.038	-.342
Pair 4	EE1_E - EE1_L	Cohen's d	1.10662	-.209	-.595
		Hedges' correction	1.14127	-.202	-.577
Pair 5	TL3_E - TL3_L	Cohen's d	1.13747	-.372	-.766
		Hedges' correction	1.17308	-.361	-.743
Pair 6	GH1_E - GH1_L	Cohen's d	.95836	.040	-.345
		Hedges' correction	.98837	.039	-.334
Pair 7	SL1_E - SL1_L	Cohen's d	.90213	-.469	-.870
		Hedges' correction	.93038	-.455	-.844
Pair 8	OP2_E - OP2_L	Cohen's d	.76460	-.302	-.692
		Hedges' correction	.78854	-.293	-.671
Pair 9	SL2_E - SL2_L	Cohen's d	1.04954	-.293	-.683
		Hedges' correction	1.08240	-.284	-.662
Pair 10	EE2_E - EE2_L	Cohen's d	.81524	-.283	-.673
		Hedges' correction	.84076	-.274	-.652
Pair 11	SL3_E - SL3_L	Cohen's d	.75243	-.511	-.916
		Hedges' correction	.77599	-.496	-.888
Pair 12	GH2_E - GH2_L	Cohen's d	1.01754	-.340	-.733
		Hedges' correction	1.04939	-.330	-.710
Pair 13	RL1_E - RL1_L	Cohen's d	.77757	-.346	-.739
		Hedges' correction	.80191	-.336	-.717
Pair 14	OP3_E - OP3_L	Cohen's d	.94787	-.487	-.890
		Hedges' correction	.97754	-.472	-.863
Pair 15	RL2_E - RL2_L	Cohen's d	.84580	-.409	-.806
		Hedges' correction	.87228	-.397	-.782
Pair 16	EE3_E - EE3_L	Cohen's d	.88405	-.348	-.741
		Hedges' correction	.91172	-.337	-.718
Pair 17	RL3_E - RL3_L	Cohen's d	.90213	-.469	-.870
		Hedges' correction	.93038	-.455	-.844
Pair 18	GH3_E - GH3_L	Cohen's d	.82741	-.325	-.717
		Hedges' correction	.85332	-.316	-.695

Paired Samples Effect Sizes

			95% ... Upper
Pair 1	TL1_E - TL1_L	Cohen's d	.254
		Hedges' correction	.246
Pair 2	OP1_E - OP1_L	Cohen's d	.159
		Hedges' correction	.155
Pair 3	TL2_E - TL2_L	Cohen's d	.431
		Hedges' correction	.417
Pair 4	EE1_E - EE1_L	Cohen's d	.182
		Hedges' correction	.177
Pair 5	TL3_E - TL3_L	Cohen's d	.029
		Hedges' correction	.028
Pair 6	GH1_E - GH1_L	Cohen's d	.424
		Hedges' correction	.411
Pair 7	SL1_E - SL1_L	Cohen's d	-.059
		Hedges' correction	-.057
Pair 8	OP2_E - OP2_L	Cohen's d	.094
		Hedges' correction	.091
Pair 9	SL2_E - SL2_L	Cohen's d	.102
		Hedges' correction	.099
Pair 10	EE2_E - EE2_L	Cohen's d	.112
		Hedges' correction	.108
Pair 11	SL3_E - SL3_L	Cohen's d	-.097
		Hedges' correction	-.094
Pair 12	GH2_E - GH2_L	Cohen's d	.059
		Hedges' correction	.057
Pair 13	RL1_E - RL1_L	Cohen's d	.053
		Hedges' correction	.051
Pair 14	OP3_E - OP3_L	Cohen's d	-.075
		Hedges' correction	-.073
Pair 15	RL2_E - RL2_L	Cohen's d	-.005
		Hedges' correction	-.005
Pair 16	EE3_E - EE3_L	Cohen's d	.051
		Hedges' correction	.050
Pair 17	RL3_E - RL3_L	Cohen's d	-.059
		Hedges' correction	-.057
Pair 18	GH3_E - GH3_L	Cohen's d	.072
		Hedges' correction	.070

- a. The denominator used in estimating the effect sizes.
 Cohen's d uses the sample standard deviation of the mean difference.
 Hedges' correction uses the sample standard deviation of the mean difference, plus a correction factor.

APPENDIX I (TL ON OP)

HETEROSKEASTICITY / MULTICOLLINEARITY (TOLERANCE & VIF)

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Organisational performance ^b	.	Enter

a. Dependent Variable: Influence of transformational leadership on organisational performance

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.428	.417	.618

a. Predictors: (Constant), Organisational performance

b. Dependent Variable: Influence of transformational leadership on organisational performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.325	1	14.325	37.468	<.001 ^b
	Residual	19.117	50	.382		
	Total	33.442	51			

a. Dependent Variable: Influence of transformational leadership on organisational performance

b. Predictors: (Constant), Organisational performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	.958	.557		1.720
	Organisational performance	.762	.124	.654	6.121

Coefficients^a

Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	.092		
	Organisational performance	<.001	1.000	1.000

a. Dependent Variable: Influence of transformational leadership on organisational performance

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Organisational performance
1	1	1.988	1.000	.01	.01
	2	.012	12.915	.99	.99

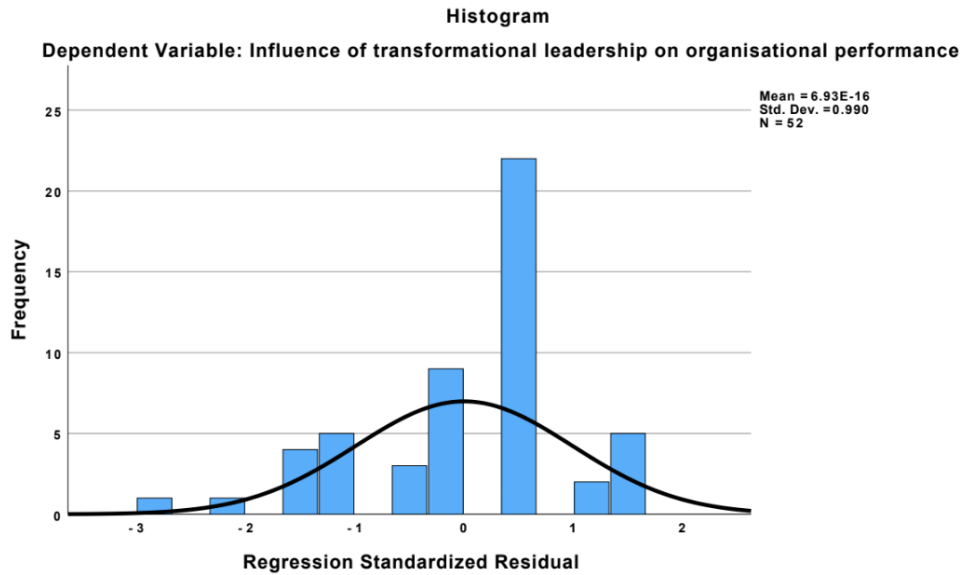
a. Dependent Variable: Influence of transformational leadership on organisational performance

Residuals Statistics^a

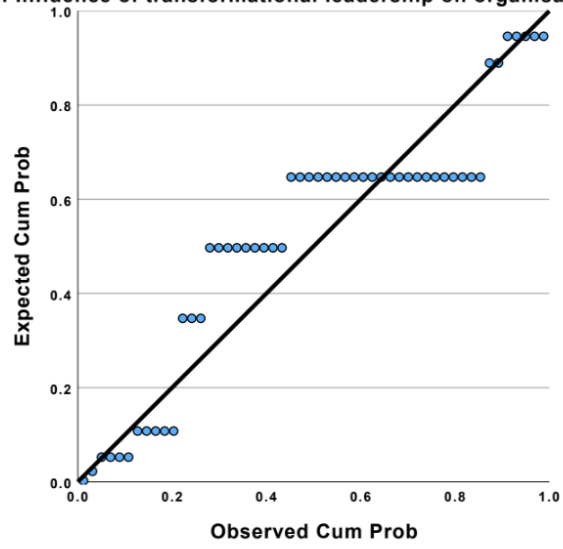
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.24	4.77	4.33	.530	52
Residual	-1.766	.995	.000	.612	52
Std. Predicted Value	-2.045	.829	.000	1.000	52
Std. Residual	-2.857	1.610	.000	.990	52

a. Dependent Variable: Influence of transformational leadership on organisational performance

Charts

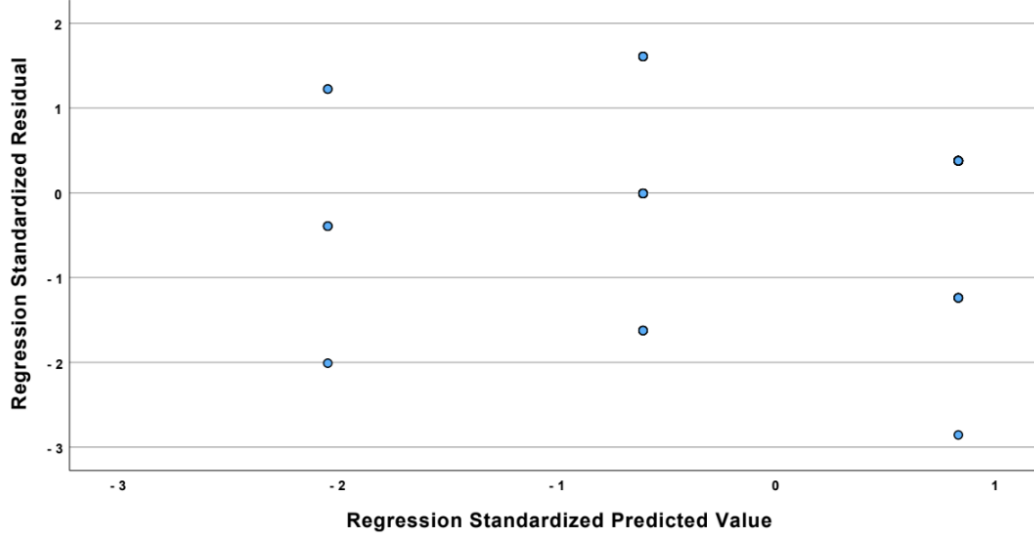


Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Influence of transformational leadership on organisational performance



Scatterplot

Dependent Variable: Influence of transformational leadership on organisational performance



APPENDIX J (TL ON EE)

HETEROSKEASTICITY / MULTICOLLINEARITY (TOLERANCE & VIF)

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Organisational performance ^b	.	Enter

a. Dependent Variable: Influence of transformational leadership on employee engagement

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.489 ^a	.239	.223	.617

a. Predictors: (Constant), Organisational performance

b. Dependent Variable: Influence of transformational leadership on employee engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.855	1	5.855	15.380	<.001 ^b
	Residual	18.655	49	.381		
	Total	24.510	50			

a. Dependent Variable: Influence of transformational leadership on employee engagement

b. Predictors: (Constant), Organisational performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.268	.558		4.062
	Organisational performance	.490	.125	.489	3.922

Coefficients^a

Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	<.001		
	Organisational performance	<.001	1.000	1.000

a. Dependent Variable: Influence of transformational leadership on employee engagement

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Organisational performance
1	1	1.988	1.000	.01	.01
	2	.012	12.847	.99	.99

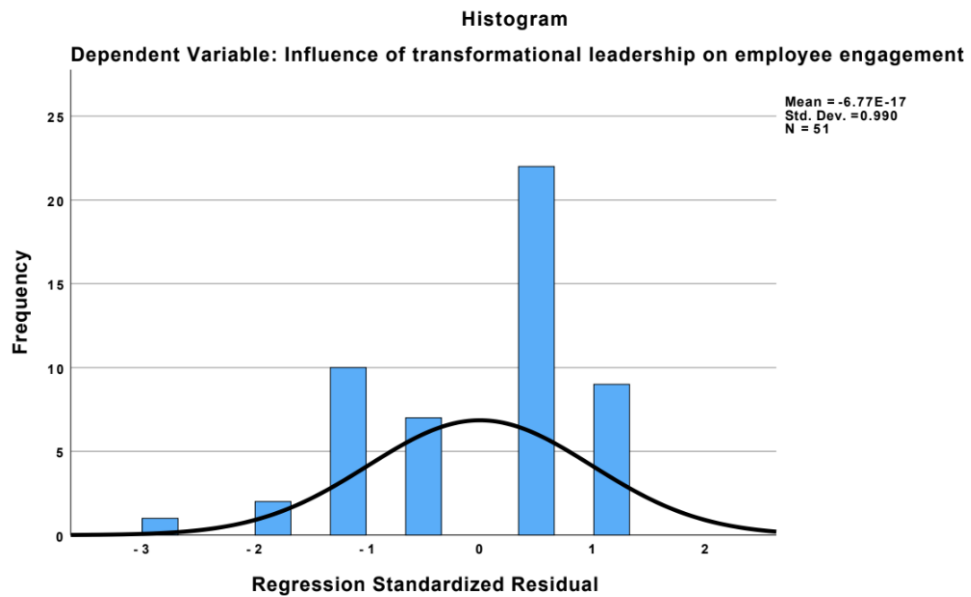
a. Dependent Variable: Influence of transformational leadership on employee engagement

Residuals Statistics^a

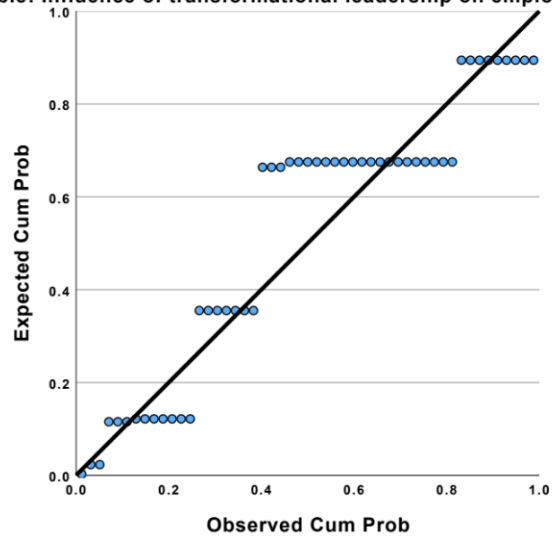
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.74	4.72	4.43	.342	51
Residual	-1.720	.771	.000	.611	51
Std. Predicted Value	-2.023	.843	.000	1.000	51
Std. Residual	-2.787	1.249	.000	.990	51

a. Dependent Variable: Influence of transformational leadership on employee engagement

Charts

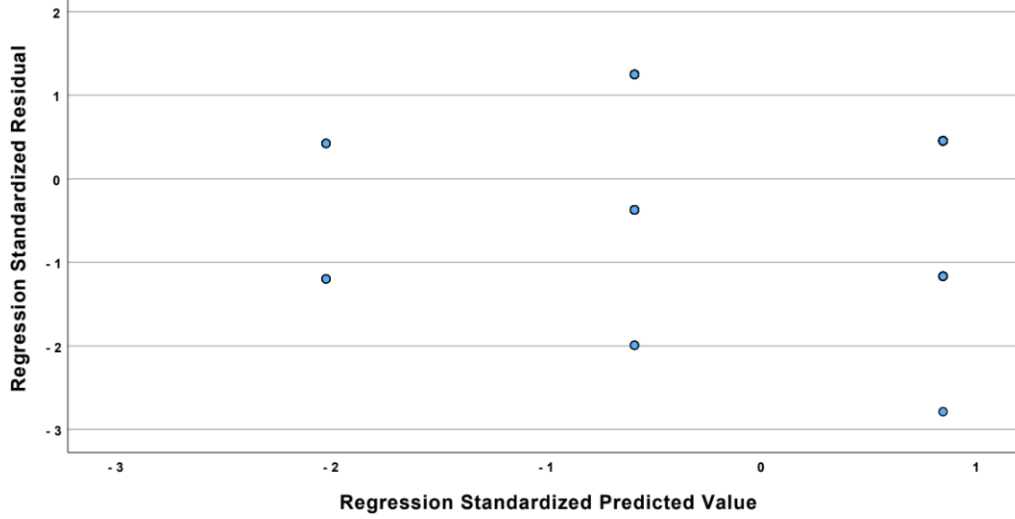


Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Influence of transformational leadership on employee engagement



Scatterplot

Dependent Variable: Influence of transformational leadership on employee engagement



APPENDIX K (TL ON GH)

HETEROSKEASTICITY / MULTICOLLINEARITY (TOLERANCE & VIF)

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Guest happiness ^b	.	Enter

a. Dependent Variable: Influence of transformational leadership on guest happiness

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.356 ^a	.127	.110	.745

a. Predictors: (Constant), Guest happiness

b. Dependent Variable: Influence of transformational leadership on guest happiness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.034	1	4.034	7.277	.009 ^b
	Residual	27.716	50	.554		
	Total	31.750	51			

a. Dependent Variable: Influence of transformational leadership on guest happiness

b. Predictors: (Constant), Guest happiness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.184	.773		2.827	.007
	Guest happiness	.461	.171	.356	2.698	.009

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Guest happiness	1.000	1.000

a. Dependent Variable: Influence of transformational leadership on guest happiness

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Guest happiness
1	1	1.991	1.000	.00	.00
	2	.009	14.900	1.00	1.00

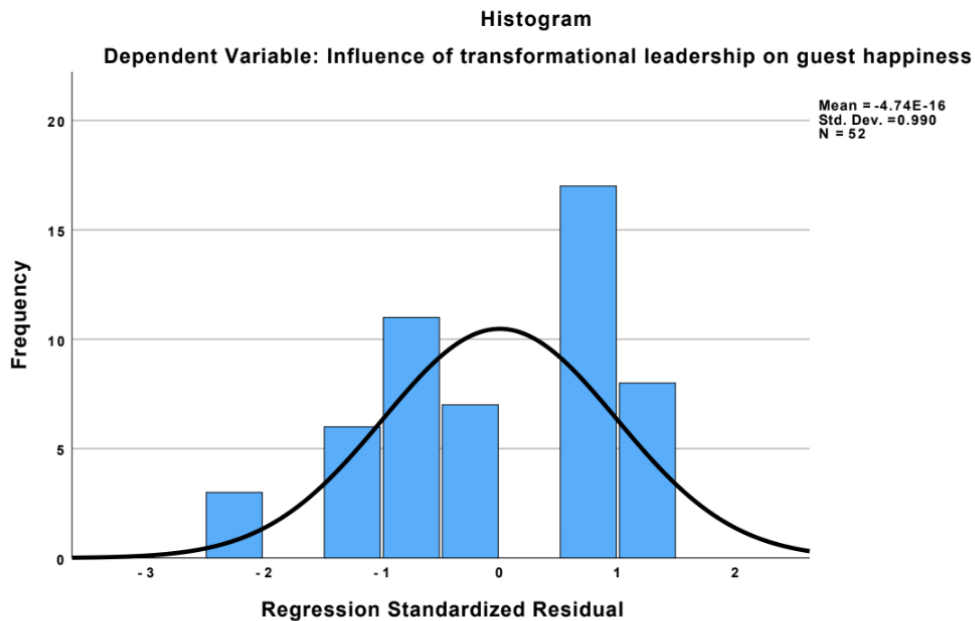
a. Dependent Variable: Influence of transformational leadership on guest happiness

Residuals Statistics^a

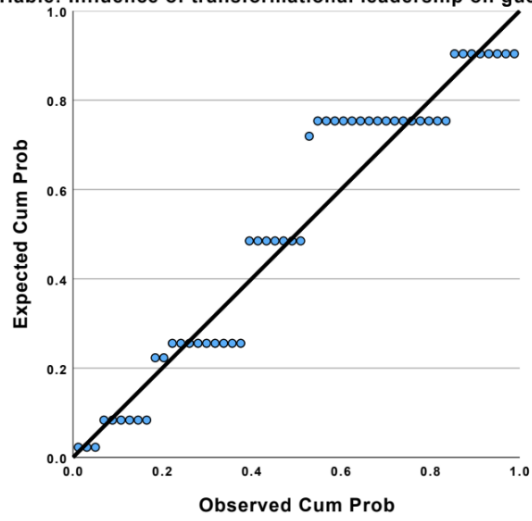
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.57	4.49	4.25	.281	52
Residual	-1.489	.972	.000	.737	52
Std. Predicted Value	-2.427	.851	.000	1.000	52
Std. Residual	-2.000	1.305	.000	.990	52

a. Dependent Variable: Influence of transformational leadership on guest happiness

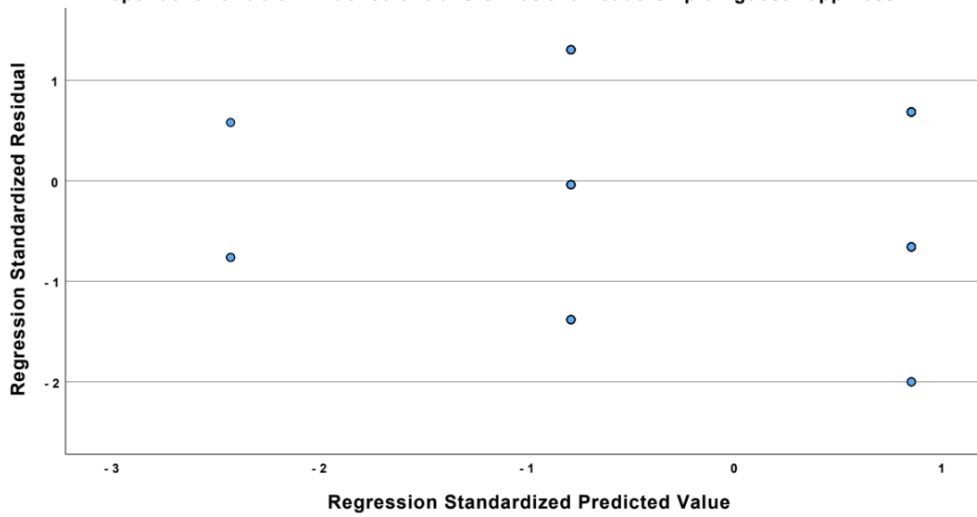
Charts



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Influence of transformational leadership on guest happiness



Scatterplot
Dependent Variable: Influence of transformational leadership on guest happiness



APPENDIX K (SL ON OP)

HETEROSKEASTICITY / MULTICOLLINEARITY (TOLERANCE & VIF)

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Organisational performance ^b	.	Enter

a. Dependent Variable: Influence of sustainability leadership on organisational performance

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.302 ^a	.091	.073	.633

a. Predictors: (Constant), Organisational performance

b. Dependent Variable: Influence of sustainability leadership on organisational performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.008	1	2.008	5.007	.030 ^b
	Residual	20.050	50	.401		
	Total	22.058	51			

a. Dependent Variable: Influence of sustainability leadership on organisational performance

b. Predictors: (Constant), Organisational performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	3.050	.594		5.131
	Organisational performance	.300	.134	.302	2.238

Coefficients^a

Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	<.001		
	Organisational performance	.030	1.000	1.000

a. Dependent Variable: Influence of sustainability leadership on organisational performance

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Organisational performance
1	1	1.989	1.000	.01	.01
	2	.011	13.463	.99	.99

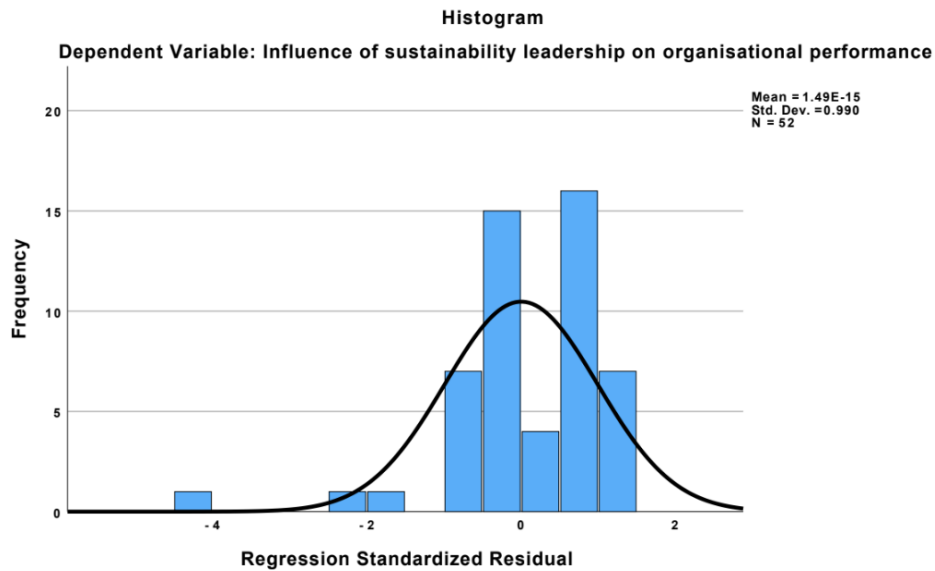
a. Dependent Variable: Influence of sustainability leadership on organisational performance

Residuals Statistics^a

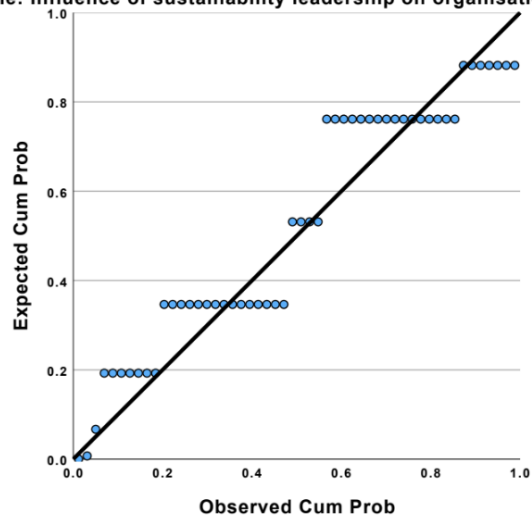
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.95	4.55	4.37	.198	52
Residual	-2.550	.750	.000	.627	52
Std. Predicted Value	-2.094	.930	.000	1.000	52
Std. Residual	-4.027	1.184	.000	.990	52

a. Dependent Variable: Influence of sustainability leadership on organisational performance

Charts

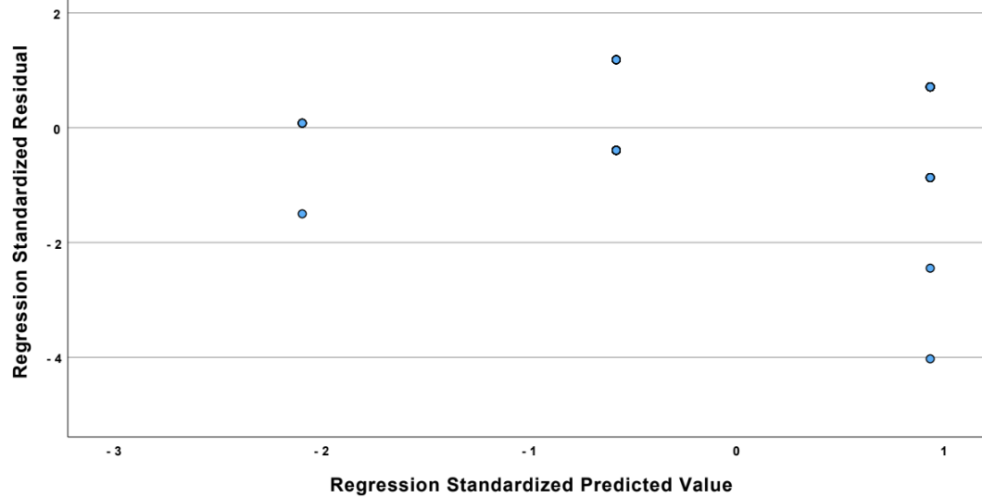


Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Influence of sustainability leadership on organisational performance



Scatterplot

Dependent Variable: Influence of sustainability leadership on organisational performance



APPENDIX M (SL ON EE)

HETEROSKEASTICITY / MULTICOLLINEARITY (TOLERANCE & VIF)

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Employee engagement ^b	.	Enter

a. Dependent Variable: Influence of sustainability leadership on employee engagement

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.425 ^a	.181	.165	.656

a. Predictors: (Constant), Employee engagement

b. Dependent Variable: Influence of sustainability leadership on employee engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.762	1	4.762	11.051	.002 ^b
	Residual	21.546	50	.431		
	Total	26.308	51			

a. Dependent Variable: Influence of sustainability leadership on employee engagement

b. Predictors: (Constant), Employee engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.242	.651		3.444
	Employee engagement	.476	.143	.425	3.324

Coefficients^a

Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	.001		
	Employee engagement	.002	1.000	1.000

a. Dependent Variable: Influence of sustainability leadership on employee engagement

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Employee engagement
1	1	1.990	1.000	.00	.00
	2	.010	14.233	1.00	1.00

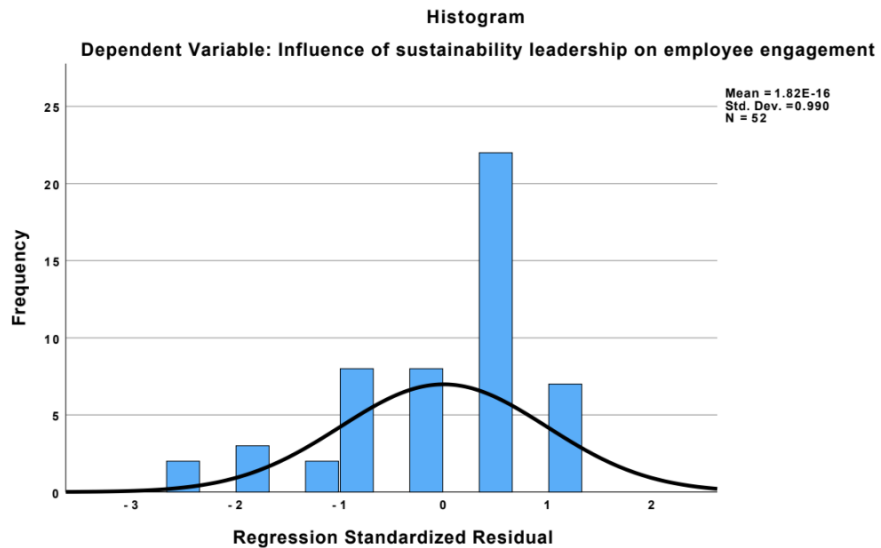
a. Dependent Variable: Influence of sustainability leadership on employee engagement

Residuals Statistics^a

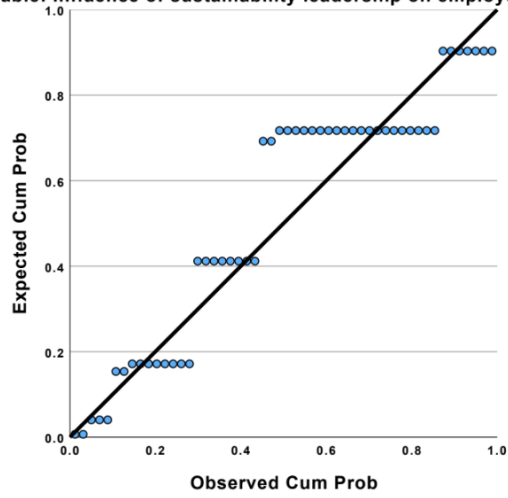
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.67	4.62	4.38	.306	52
Residual	-1.623	.853	.000	.650	52
Std. Predicted Value	-2.338	.779	.000	1.000	52
Std. Residual	-2.472	1.300	.000	.990	52

a. Dependent Variable: Influence of sustainability leadership on employee engagement

Charts

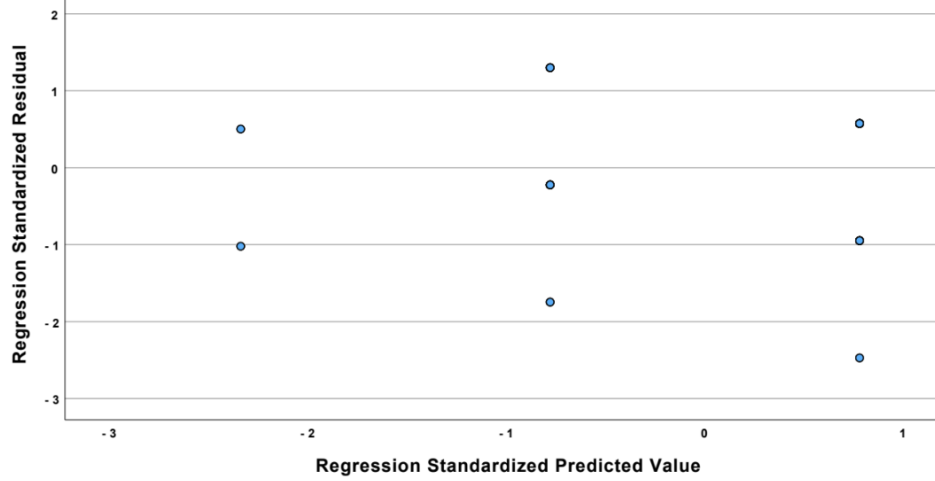


Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Influence of sustainability leadership on employee engagement



Scatterplot

Dependent Variable: Influence of sustainability leadership on employee engagement



APPENDIX N (SL ON GH)

HETEROSKEASTICITY / MULTICOLLINEARITY (TOLERANCE & VIF)

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Guest happiness ^b	.	Enter

- a. Dependent Variable: Influence of sustainability leadership on guest happiness
 b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.158 ^a	.025	.005	.669

- a. Predictors: (Constant), Guest happiness
 b. Dependent Variable: Influence of sustainability leadership on guest happiness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.571	1	.571	1.278	.264 ^b
	Residual	22.352	50	.447		
	Total	22.923	51			

- a. Dependent Variable: Influence of sustainability leadership on guest happiness
 b. Predictors: (Constant), Guest happiness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.722	.661		5.635	<.001
	Guest happiness	.165	.146	.158	1.130	.264

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Guest happiness	1.000	1.000

- a. Dependent Variable: Influence of sustainability leadership on guest happiness

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Guest happiness
1	1	1.990	1.000	.00	.00
	2	.010	14.179	1.00	1.00

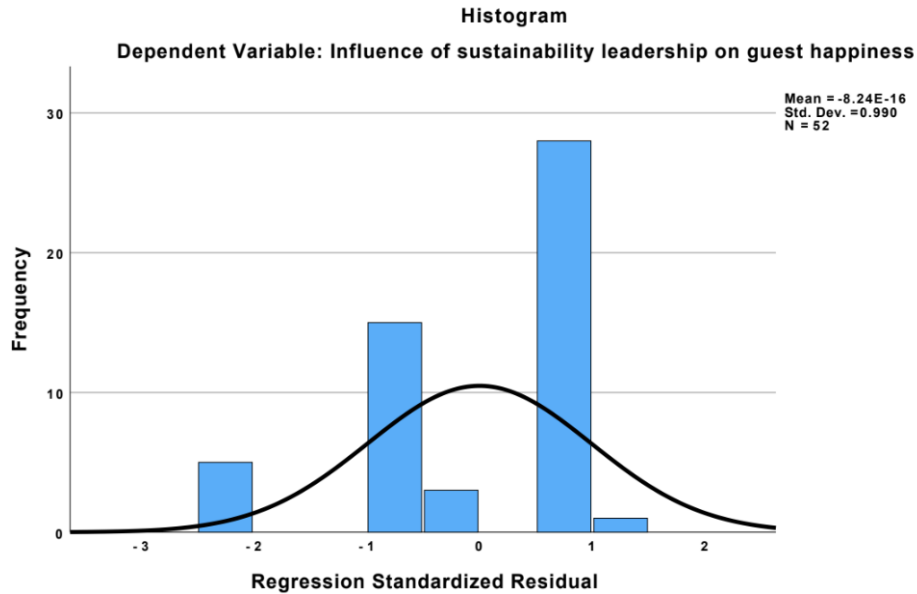
a. Dependent Variable: Influence of sustainability leadership on guest happiness

Residuals Statistics^a

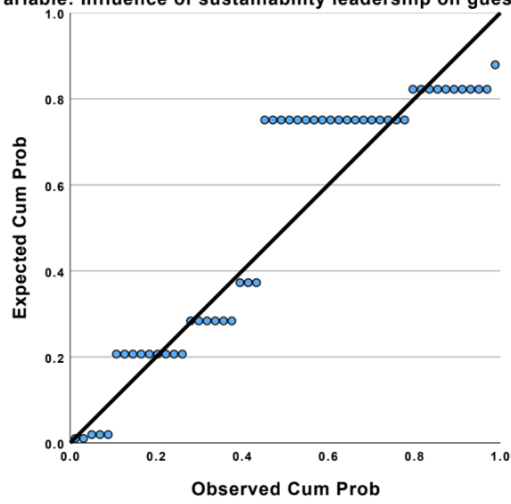
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.22	4.55	4.46	.106	52
Residual	-1.547	.783	.000	.662	52
Std. Predicted Value	-2.309	.810	.000	1.000	52
Std. Residual	-2.314	1.171	.000	.990	52

a. Dependent Variable: Influence of sustainability leadership on guest happiness

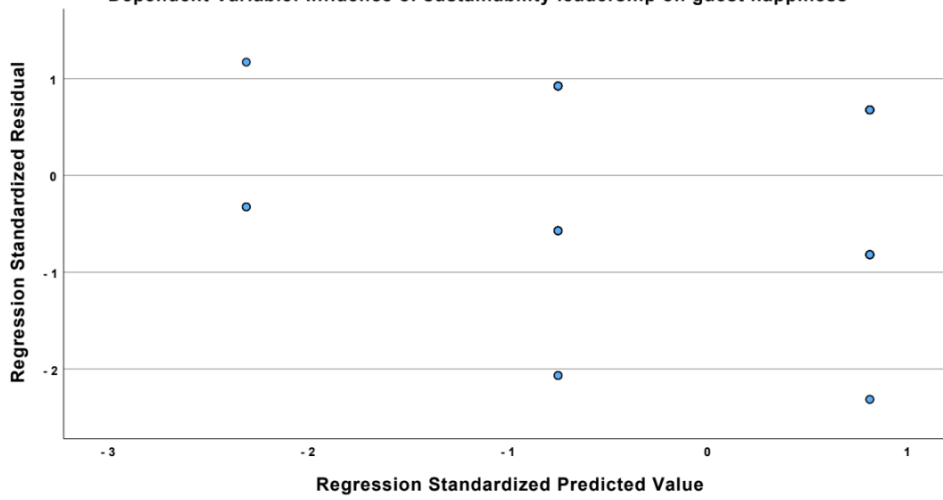
Charts



Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Influence of sustainability leadership on guest happiness



Scatterplot
 Dependent Variable: Influence of sustainability leadership on guest happiness



APPENDIX O (RL ON OP)

HETEROSKEASTICITY / MULTICOLLINEARITY (TOLERANCE & VIF)

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Organisational performance ^b	.	Enter

a. Dependent Variable: Influence of resilience leadership on organizational performance

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529 ^a	.280	.266	.488

a. Predictors: (Constant), Organisational performance

b. Dependent Variable: Influence of resilience leadership on organizational performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.629	1	4.629	19.464	<.001 ^b
	Residual	11.890	50	.238		
	Total	16.519	51			

a. Dependent Variable: Influence of resilience leadership on organizational performance

b. Predictors: (Constant), Organisational performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.562	.423		6.058
	Organisational performance	.416	.094	.529	4.412

Coefficients^a

Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	<.001		
	Organisational performance	<.001	1.000	1.000

a. Dependent Variable: Influence of resilience leadership on organizational performance

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Organisational performance
1	1	1.987	1.000	.01	.01
	2	.013	12.428	.99	.99

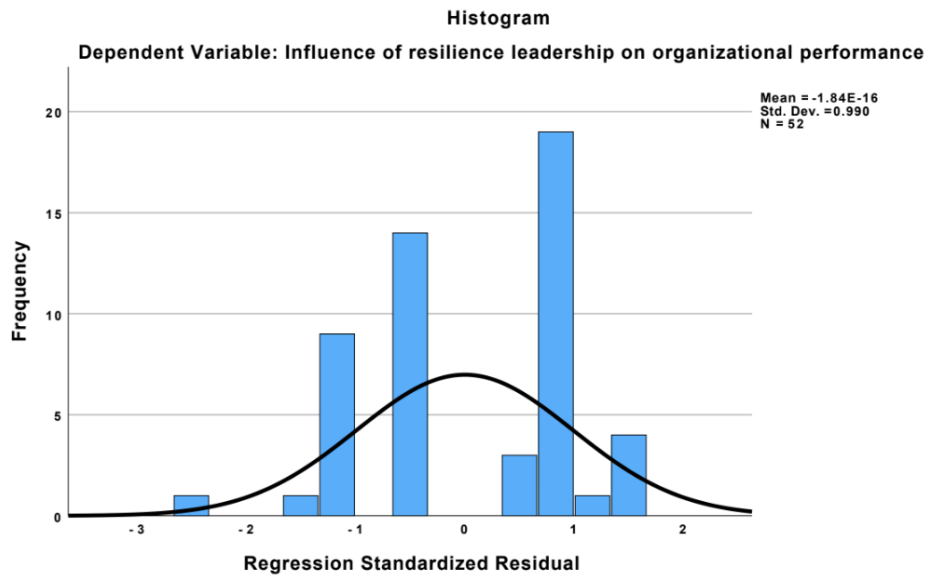
a. Dependent Variable: Influence of resilience leadership on organizational performance

Residuals Statistics^a

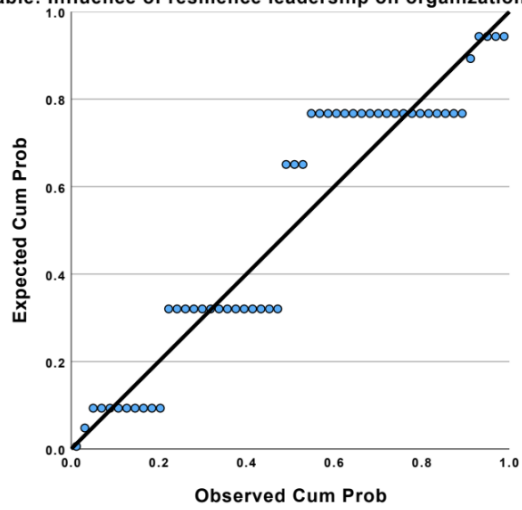
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.39	4.64	4.40	.301	52
Residual	-1.228	.772	.000	.483	52
Std. Predicted Value	-3.349	.797	.000	1.000	52
Std. Residual	-2.517	1.584	.000	.990	52

a. Dependent Variable: Influence of resilience leadership on organizational performance

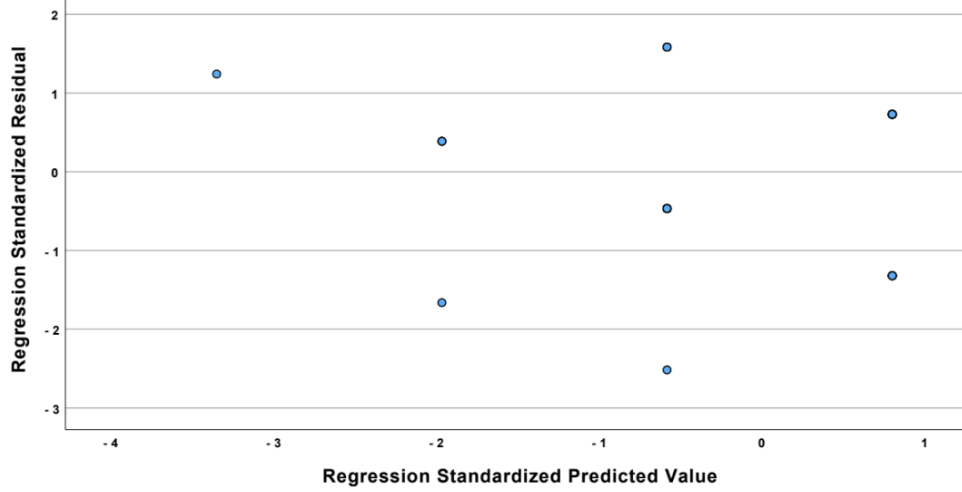
Charts



Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Influence of resilience leadership on organizational performance



Scatterplot
 Dependent Variable: Influence of resilience leadership on organizational performance



APPENDIX P (RL ON EE)

HETEROSKEASTICITY / MULTICOLLINEARITY (TOLERANCE & VIF)

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Employee engagement ^b	.	Enter

a. Dependent Variable: Influence of resilience leadership on employee engagement

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.329 ^a	.108	.090	.640

a. Predictors: (Constant), Employee engagement

b. Dependent Variable: Influence of resilience leadership on employee engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.485	1	2.485	6.063	.017 ^b
	Residual	20.495	50	.410		
	Total	22.981	51			

a. Dependent Variable: Influence of resilience leadership on employee engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.760	.704		3.919
	Employee engagement	.382	.155	.329	2.462

Coefficients^a

Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	<.001		
	Employee engagement	.017	1.000	1.000

a. Dependent Variable: Influence of resilience leadership on employee engagement

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Employee engagement
1	1	1.992	1.000	.00	.00
	2	.008	15.804	1.00	1.00

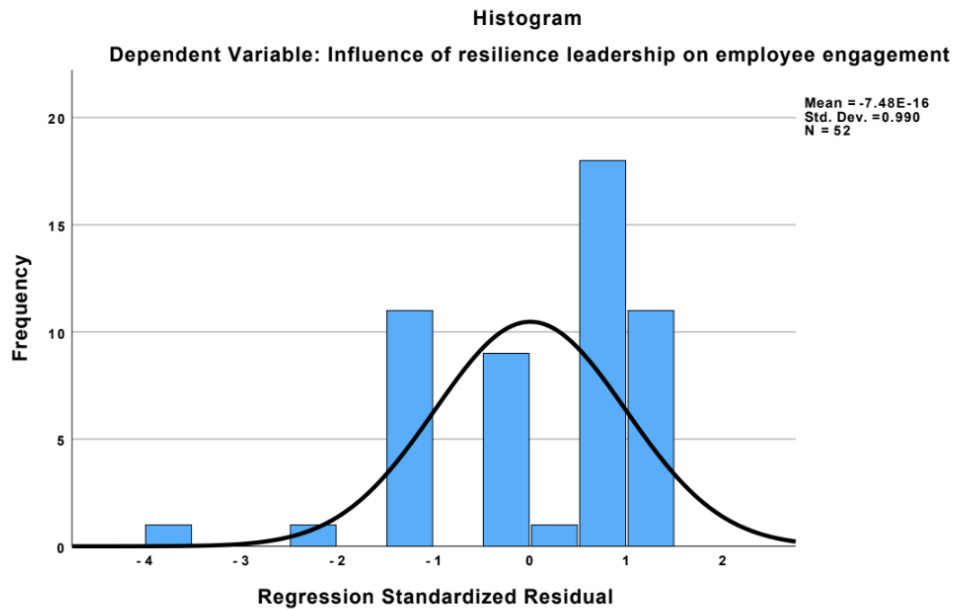
a. Dependent Variable: Influence of resilience leadership on employee engagement

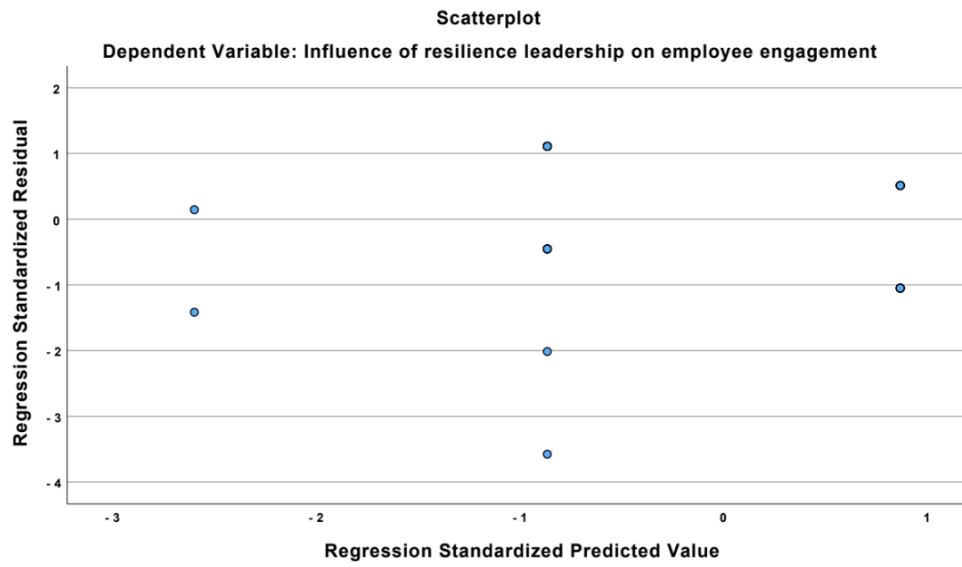
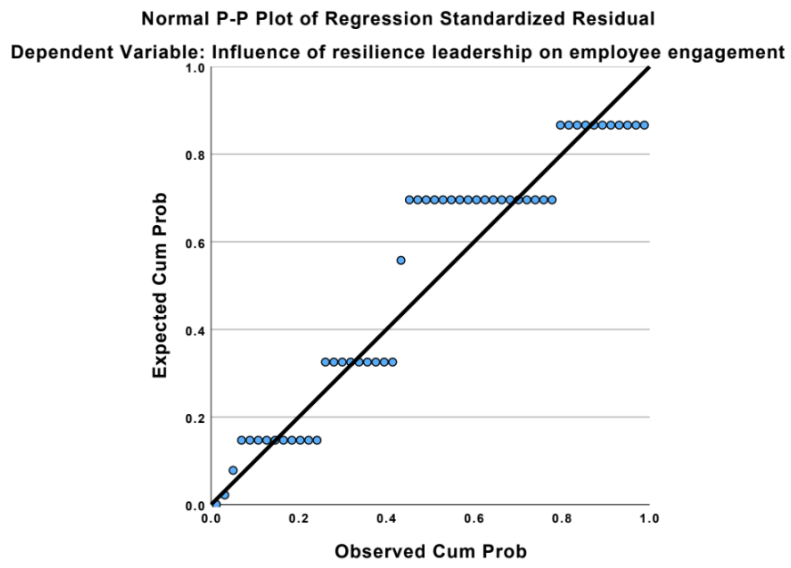
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.91	4.67	4.48	.221	52
Residual	-2.290	.710	.000	.634	52
Std. Predicted Value	-2.598	.866	.000	1.000	52
Std. Residual	-3.576	1.110	.000	.990	52

a. Dependent Variable: Influence of resilience leadership on employee engagement

Charts





APPENDIX Q (RL ON GH)

HETEROSKEASTICITY / MULTICOLLINEARITY (TOLERANCE & VIF)

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Guest happiness ^b	.	Enter

a. Dependent Variable: Influence of resilience leadership on guest happiness

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.439	.524

a. Predictors: (Constant), Guest happiness

b. Dependent Variable: Influence of resilience leadership on guest happiness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.232	1	11.232	40.846	<.001 ^b
	Residual	13.749	50	.275		
	Total	24.981	51			

a. Dependent Variable: Influence of resilience leadership on guest happiness

b. Predictors: (Constant), Guest happiness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.371	.492		2.786	.008
	Guest happiness	.706	.111	.671	6.391	<.001

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Guest happiness	1.000	1.000

a. Dependent Variable: Influence of resilience leadership on guest happiness

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Guest happiness
1	1	1.989	1.000	.01	.01
	2	.011	13.458	.99	.99

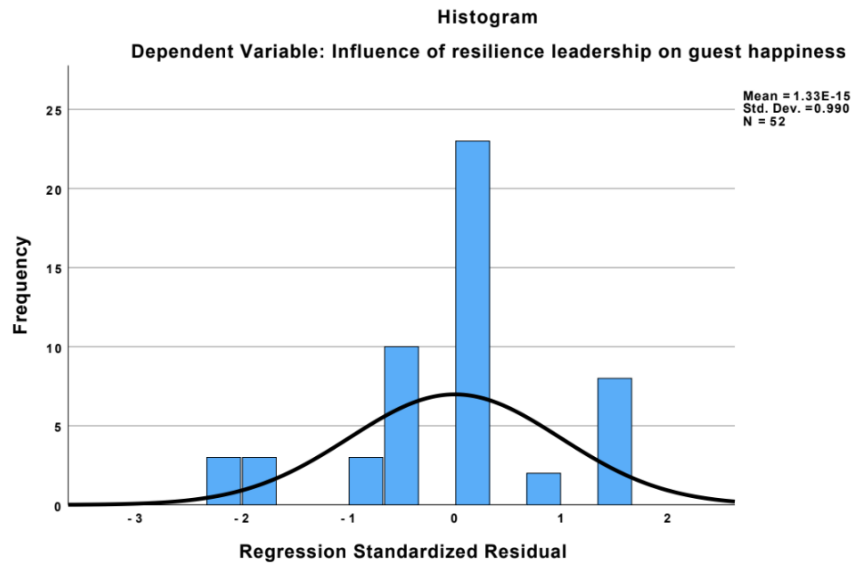
a. Dependent Variable: Influence of resilience leadership on guest happiness

Residuals Statistics^a

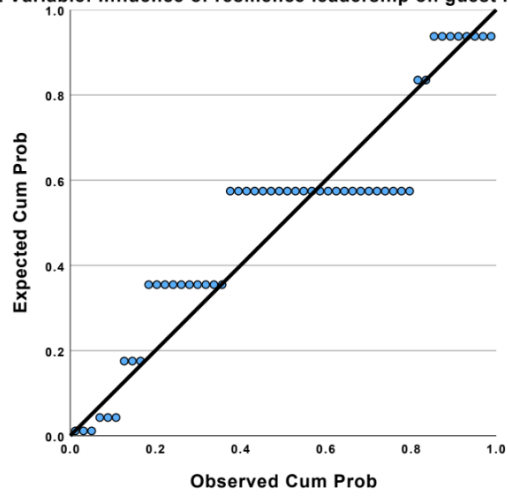
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.49	4.90	4.48	.469	52
Residual	-1.196	.804	.000	.519	52
Std. Predicted Value	-2.113	.897	.000	1.000	52
Std. Residual	-2.280	1.534	.000	.990	52

a. Dependent Variable: Influence of resilience leadership on guest happiness

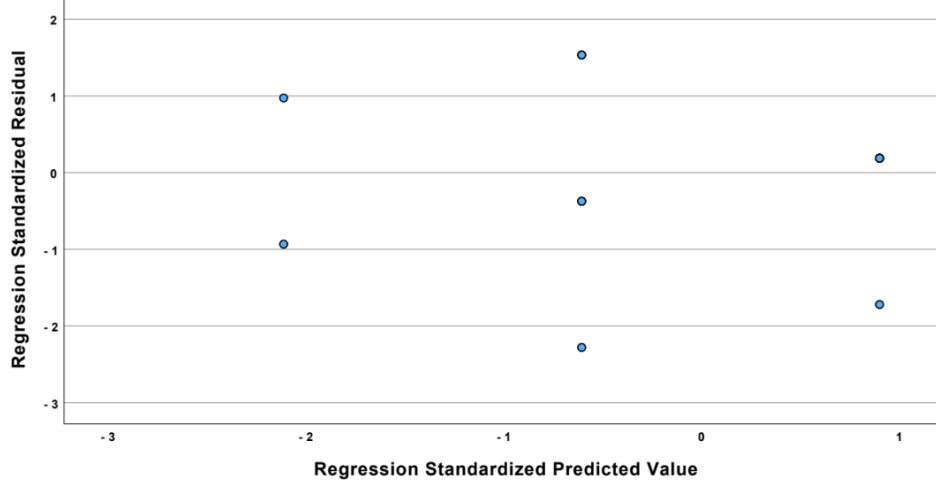
Charts



Normal P-P Plot of Regression Standardized Residual
 Dependent Variable: Influence of resilience leadership on guest happiness



Scatterplot
 Dependent Variable: Influence of resilience leadership on guest happiness



APPENDIX R (TL ON OP)

DURBIN-WATSON AUTOCORRELATION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.654 ^a	.428	.417	.618	2.364

a. Predictors: (Constant), Organisational performance

b. Dependent Variable: Influence of transformational leadership on organisational performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.325	1	14.325	37.468	<.001 ^b
	Residual	19.117	50	.382		
	Total	33.442	51			

a. Dependent Variable: Influence of transformational leadership on organisational performance

b. Predictors: (Constant), Organisational performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	.958	.557		1.720
	Organisational performance	.762	.124	.654	6.121

Coefficients^a

Model		Sig.
1	(Constant)	.092
	Organisational performance	<.001

a. Dependent Variable: Influence of transformational leadership on organisational performance

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.24	4.77	4.33	.530	52
Residual	-1.766	.995	.000	.612	52
Std. Predicted Value	-2.045	.829	.000	1.000	52
Std. Residual	-2.857	1.610	.000	.990	52

a. Dependent Variable: Influence of transformational leadership on organisational performance

APPENDIX S (TL ON EE)

DURBIN-WATSON AUTOCORRELATION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.514 ^a	.264	.249	.607	1.758

a. Predictors: (Constant), Employee engagement

b. Dependent Variable: Influence of transformational leadership on employee engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.474	1	6.474	17.589	<.001 ^b
	Residual	18.036	49	.368		
	Total	24.510	50			

a. Dependent Variable: Influence of transformational leadership on employee engagement

b. Predictors: (Constant), Employee engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.143	.552		3.880
	Employee engagement	.512	.122	.514	4.194

Coefficients^a

Model		Sig.
1	(Constant)	<.001
	Employee engagement	<.001

a. Dependent Variable: Influence of transformational leadership on employee engagement

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.17	4.70	4.43	.360	51
Residual	-1.190	.810	.000	.601	51
Std. Predicted Value	-3.515	.753	.000	1.000	51
Std. Residual	-1.962	1.334	.000	.990	51

a. Dependent Variable: Influence of transformational leadership on employee engagement

APPENDIX T (TL ON GH)

DURBIN-WATSON AUTOCORRELATION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.356 ^a	.127	.110	.745	1.449

a. Predictors: (Constant), Guest happiness

b. Dependent Variable: Influence of transformational leadership on guest happiness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.034	1	4.034	7.277	.009 ^b
	Residual	27.716	50	.554		
	Total	31.750	51			

a. Dependent Variable: Influence of transformational leadership on guest happiness

b. Predictors: (Constant), Guest happiness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.184	.773		2.827	.007
	Guest happiness	.461	.171	.356	2.698	.009

a. Dependent Variable: Influence of transformational leadership on guest happiness

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.57	4.49	4.25	.281	52
Residual	-1.489	.972	.000	.737	52
Std. Predicted Value	-2.427	.851	.000	1.000	52
Std. Residual	-2.000	1.305	.000	.990	52

a. Dependent Variable: Influence of transformational leadership on guest happiness

APPENDIX U (SL ON OP)

DURBIN-WATSON AUTOCORRELATION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.302 ^a	.091	.073	.633	1.749

a. Predictors: (Constant), Organisational performance

b. Dependent Variable: Influence of sustainability leadership on organisational performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.008	1	2.008	5.007	.030 ^b
	Residual	20.050	50	.401		
	Total	22.058	51			

a. Dependent Variable: Influence of sustainability leadership on organisational performance

b. Predictors: (Constant), Organisational performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	3.050	.594		5.131
	Organisational performance	.300	.134	.302	2.238

Coefficients^a

Model		Sig.
1	(Constant)	<.001
	Organisational performance	.030

a. Dependent Variable: Influence of sustainability leadership on organisational performance

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.95	4.55	4.37	.198	52
Residual	-2.550	.750	.000	.627	52
Std. Predicted Value	-2.094	.930	.000	1.000	52
Std. Residual	-4.027	1.184	.000	.990	52

a. Dependent Variable: Influence of sustainability leadership on organisational performance

APPENDIX V (SL ON EE)

DURBIN-WATSON AUTOCORRELATION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.425 ^a	.181	.165	.656	1.567

a. Predictors: (Constant), Employee engagement

b. Dependent Variable: Influence of sustainability leadership on employee engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.762	1	4.762	11.051	.002 ^b
	Residual	21.546	50	.431		
	Total	26.308	51			

a. Dependent Variable: Influence of sustainability leadership on employee engagement

b. Predictors: (Constant), Employee engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.242	.651		3.444
	Employee engagement	.476	.143	.425	3.324

Coefficients^a

Model		Sig.
1	(Constant)	.001
	Employee engagement	.002

a. Dependent Variable: Influence of sustainability leadership on employee engagement

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.67	4.62	4.38	.306	52
Residual	-1.623	.853	.000	.650	52
Std. Predicted Value	-2.338	.779	.000	1.000	52
Std. Residual	-2.472	1.300	.000	.990	52

a. Dependent Variable: Influence of sustainability leadership on employee engagement

APPENDIX W (SL ON GH)

DURBIN-WATSON AUTOCORRELATION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.158 ^a	.025	.005	.669	2.047

a. Predictors: (Constant), Guest happiness

b. Dependent Variable: Influence of sustainability leadership on guest happiness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.571	1	.571	1.278	.264 ^b
	Residual	22.352	50	.447		
	Total	22.923	51			

a. Dependent Variable: Influence of sustainability leadership on guest happiness

b. Predictors: (Constant), Guest happiness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.722	.661		5.635	<.001
	Guest happiness	.165	.146	.158	1.130	.264

a. Dependent Variable: Influence of sustainability leadership on guest happiness

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.22	4.55	4.46	.106	52
Residual	-1.547	.783	.000	.662	52
Std. Predicted Value	-2.309	.810	.000	1.000	52
Std. Residual	-2.314	1.171	.000	.990	52

a. Dependent Variable: Influence of sustainability leadership on guest happiness

APPENDIX X (RL ON OP)

DURBIN-WATSON AUTOCORRELATION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.529 ^a	.280	.266	.488	1.929

a. Predictors: (Constant), Organisational performance

b. Dependent Variable: Influence of resilience leadership on organizational performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.629	1	4.629	19.464	<.001 ^b
	Residual	11.890	50	.238		
	Total	16.519	51			

a. Dependent Variable: Influence of resilience leadership on organizational performance

b. Predictors: (Constant), Organisational performance

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.562	.423		6.058
	Organisational performance	.416	.094	.529	4.412

Coefficients^a

Model		Sig.
1	(Constant)	<.001
	Organisational performance	<.001

a. Dependent Variable: Influence of resilience leadership on organizational performance

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.39	4.64	4.40	.301	52
Residual	-1.228	.772	.000	.483	52
Std. Predicted Value	-3.349	.797	.000	1.000	52
Std. Residual	-2.517	1.584	.000	.990	52

a. Dependent Variable: Influence of resilience leadership on organizational performance

APPENDIX Y (RL ON EE)

DURBIN-WATSON AUTOCORRELATION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.329 ^a	.108	.090	.640	1.672

a. Predictors: (Constant), Employee engagement

b. Dependent Variable: Influence of resilience leadership on employee engagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.485	1	2.485	6.063	.017 ^b
	Residual	20.495	50	.410		
	Total	22.981	51			

a. Dependent Variable: Influence of resilience leadership on employee engagement

b. Predictors: (Constant), Employee engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	2.760	.704		3.919
	Employee engagement	.382	.155	.329	2.462

Coefficients^a

Model		Sig.
1	(Constant)	<.001
	Employee engagement	.017

a. Dependent Variable: Influence of resilience leadership on employee engagement

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.91	4.67	4.48	.221	52
Residual	-2.290	.710	.000	.634	52
Std. Predicted Value	-2.598	.866	.000	1.000	52
Std. Residual	-3.576	1.110	.000	.990	52

a. Dependent Variable: Influence of resilience leadership on employee engagement

APPENDIX Z (RL ON GH)

DURBIN-WATSON AUTOCORRELATION

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.671 ^a	.450	.439	.524	2.109

a. Predictors: (Constant), Guest happiness

b. Dependent Variable: Influence of resilience leadership on guest happiness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.232	1	11.232	40.846	<.001 ^b
	Residual	13.749	50	.275		
	Total	24.981	51			

a. Dependent Variable: Influence of resilience leadership on guest happiness

b. Predictors: (Constant), Guest happiness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.371	.492		2.786	.008
	Guest happiness	.706	.111	.671	6.391	<.001

a. Dependent Variable: Influence of resilience leadership on guest happiness

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.49	4.90	4.48	.469	52
Residual	-1.196	.804	.000	.519	52
Std. Predicted Value	-2.113	.897	.000	1.000	52
Std. Residual	-2.280	1.534	.000	.990	52

a. Dependent Variable: Influence of resilience leadership on guest happiness

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