

CONCLUSION

Running a hotel with uncommitted employees is undesirable but likely avoidable by improving and developing leadership with a sound leadership model. The HLCM has been proved to have industry-focused, multilevel, performable, and usable-for-training features. The present study adds another feature of the HLCM as being able to predict a key outcome such as affective commitment through a moderated mediation mechanism. The study provides early evidence that the HLCM is likely a valid model from the view of hospitality employees as the central stakeholder group in the leadership process, given that this model has been long, but solely built and justified by influential stakeholders such as researchers and managers. Also, by integrating core competencies such as team leadership and ethical leadership, the model could be further developed into a ‘full range’ leadership theory and deserves a better position in the leadership literature. These features and developments support the HLCM as a likely sound model and beneficial option for educating, practicing, and developing hospitality leadership, given the availability of many rival, but general (i.e., one-size-fits-all) leadership theories. Arici et al. (2021) also concluded that “industry-specific leadership might be needed to better motivate and retain employees in hospitality organizations” (p.15). Taken together, we suggest that both hospitality schools and organizations should utilize the HLCM as an alternative leadership model. While in normal operation, Vietnamese hotels may need to focus more on team-leading and delegation competencies to win the commitment of their employees.

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