



## Leadership in Resorts: a study of styles practiced in Brazil

*Liderazgo en Complejos Hoteleros: un estudio de los estilos practicados en Brasil*

*Liderança em Resorts: um estudo dos estilos praticados no Brasil*

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### Abstract

The hotel industry is deeply affected by the behavior of its leaders and their personal characteristics, and especially by the way the leader influences its followers to achieve the goal. Therefore, this paper has a general objective to identify and analyze the styles of leadership practiced in Brazilian resorts. In addition, this dissertation identified the group of managers, which possess the transactional and transformational leadership considering the opinion of managers and leaders. Hence, as the approach for the research was carried out, an exploratory descriptive study of qualitative and quantitative nature, it included 169 staff members of 14 resorts certified by the Brazilian Association of Resorts of Brazil of all the regions of the country. The data collected through the quantitative research were treated by means of the statistical technique of confirmatory factor analysis, as well as statistical techniques of frequency analysis and variance. The data obtained through the qualitative research were analyzed by means of the technical analysis of speech - Focus Group. The results of the quantitative research showed that the predominant leadership style practiced in Brazilian resort is the Transformational. In the other hand, the results of the qualitative research presented itself the opposite and showed that the predominant leadership style is Transactional, besides showing difference in opinion within the professionals researched, considering the genre. This discrepancy between the results of two surveys led to the search for a greater understanding of the possible causes, reaching the conclusion that social desirability may explain the difference of opinion leaders and participants of the quantitative research.

**Keywords:** Styles of leadership, Resorts, Transformational Leadership and Transactional Leadership.

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## Resumo

*O segmento da Hotelaria é profundamente afetado pelo comportamento de seus líderes e suas características pessoais, e especialmente, pela maneira como influenciam seus seguidores a alcançarem este resultado. Sendo assim, o presente artigo tem como objetivo geral identificar e analisar os estilos de liderança praticados nos resorts do Brasil. Buscou ainda mapear no grupo de gestores, quais possuem o estilo de liderança transacional e transformacional pela opinião dos próprios gestores e de seus liderados. Para tanto, como método de pesquisa foi realizado um estudo exploratório descritivo de natureza quantitativa e qualitativa, junto a 169 funcionários de 14 resorts certificados pela Associação Brasileira de Resorts do Brasil de todas as regiões do país. Os dados coletados através da pesquisa quantitativa foram tratados por meio da técnica estatística de análise fatorial confirmatória, bem como de técnicas estatísticas de análise de frequência e variância. Já os dados obtidos através da pesquisa qualitativa foram analisados por meio da técnica de análise do discurso - Focus Group. Os resultados da pesquisa quantitativa demonstraram que o estilo de liderança predominante praticado nos resorts do Brasil é o Transformacional. Já os resultados da pesquisa qualitativa apresentaram-se de forma contrária e demonstraram que o estilo de liderança predominante é o Transacional. Esta discrepância entre os resultados das duas pesquisas levou à busca de um entendimento maior acerca das possíveis causas, chegando à conclusão de que a desejabilidade social pode explicar a diferença de opinião dos líderes e liderados participantes da pesquisa quantitativa.*

**Palavras-chave:** Estilos de liderança. Resorts. Liderança Transformacional e Liderança Transacional.

## Resumen

*El segmento de la hospitalidad está profundamente afectada por el comportamiento de sus líderes y sus características personales, y especialmente por la forma en que influyen en sus seguidores para lograr este resultado. Por lo tanto, este artículo tiene como objetivo identificar y analizar los estilos de liderazgo se practica en los centros turísticos de Brasil. También ha tratado de asignar el grupo de directivos, que tienen el estilo de liderazgo transaccional y transformacional de la opinión de los propios gestores y sus subordinados. Para ello, como un método de investigación se llevó a cabo un estudio exploratorio de indicadores cuantitativos y cualitativos, con los 169 empleados de 14 estaciones certificadas por la Asociación Brasileña de Resorts de Brasil en todo el país. Los datos recogidos a través de la investigación cuantitativa fueron tratados mediante la técnica estadística del análisis factorial confirmatoria, y las técnicas estadísticas de análisis de varianza y frecuencia. Dado que los datos obtenidos a través de la investigación cualitativa se analizaron mediante la técnica de análisis del discurso - Focus Group. Los resultados de la investigación cuantitativa mostró que el estilo dominante de liderazgo se practica en los centros turísticos de Brasil es el transformacional. Los resultados de la investigación cualitativa se presentan en forma contraria y demostraron que el estilo dominante de la dirección es transaccional. Esta discrepancia entre los resultados de dos encuestas llevó a la búsqueda de una mayor comprensión de las causas posibles, llegando a la conclusión*

*de que la discapacidad social puede explicar la diferencia de los líderes de opinión y los participantes de la investigación cuantitativa.*

**Palabras clave:** *estilos de liderazgo. Resorts. Liderazgo transformacional y liderazgo transaccional.*

## 1. Introduction

In the field of Organizational Behavior, leadership is a complex, controversial and challenging topic, since its concept has been the subject of various interpretations and definitions in the last century (BASS 1990).

The concepts, especially in the first half of the last century showed that people were seen as machines and the managers of the organizations did not see them as complex beings with individual needs. More recently, there was a breakthrough in the consideration amplification of persons as achievers of organizational strategies (STEFANO *et al.* 2006; ALBUQUERQUE E LEITE, 2010).

In a certain way, the leaders begin to understand the importance of investing in and worrying about employees and thus started trying to ensure the commitment of the teams in the search for better results.

According to Kotter (1992), the leadership had, throughout history and probably will continue to have, a significant importance in human affairs, and progressively will also have it in the organizational sphere.

Therefore, the hiring, development and promotion of people to leadership positions became the highlights (GONÇALVES, 2008). Currently, the concepts of leadership propose the security, in which the leader should support and strengthen the followers. The implications of this new attitude for the hotel sector are considerable, since the leadership work is crucial for providing an excellent service to the guests (BROWNELL, 2010).

According to Brownell (2010), organizations that work with the hospitality, in which the hotels are included, influence the society in which they operate, to reflect on the standards and values of the people who work in them. The hospitality industry works in a network with various external partners. Internally, the managers of the enterprises area are the highlights,

with their behavior, personal characteristics and a key role in the way they treat people in this segment. Clark, Hartline and Jones (2008) round out this issue, when they reported that one of the challenges of the hospitality industry is to provide permanent consistent levels of service quality, through the hosting of their customers.

In addition to becoming a reference in the quality of the service provided, the hotel industry appears as one of the most important links in the chain of tourist services, where there is a large part of the economy of the countries aimed at this activity, with relevant contributions in generating income and jobs. In 2011, only the hosting resources generated about 300,000 of direct jobs (*INSTITUTO BRASILEIRO DE GEOGRAFIA E ESTATÍSTICA - IBGE*, 2012).

This number tends to improve significantly in the coming years, making Brazil a country with great tourist potential, especially with the arrival of big events like the World Cup of 2014 and the Olympics in 2016.

For this reason, researching the leadership styles in the hotel sector, more specifically in hotels of the Resort type, according to the official classification of the Instituto Brasileiro de Turismo – EMBRATUR, becomes a factor of relevance.

Based on the assumptions listed previously, this research aims to achieve the overall objective to identify and analyze the leadership styles practiced in resorts of Brazil, certified by the Brazilian Association of Resorts.

From the scope of the general goal, this research has the following specific objectives:

1. To map in the group of managers, which have the transformational and transactional leadership style for the opinion of the managers of the departments;
2. To map the degree of transformational and transactional leadership by opinion of employees who respond directly to those leaders;
3. Compare the styles of leadership by the opinion of leaders and the ones led by them.

The research becomes relevant due to the fact that Brazil is living a crucial moment for the economy and development of tourism, which makes the various activities related to tourism, such as hotels, the priority in investments and improvements. According to Brazil (2012),

the 2014 World Cup is estimated to add about R\$183 billion to the GDP of Brazil until 2019, as shown in Figure 1:



**Figure 1 – Huge numbers of the World Cup**

Source: Brasil (2012)

These data represent a relevant growth for the country, since in 2007, tourism activities have generated an income of R\$92.7 billion, equivalent to 3.6% of the value added of the Brazilian economy and 5.4% in the service sector (*INSTITUTO BRASILEIRO DE GEOGRAFIA E ESTATÍSTICA – IBGE*, 2010).

This research was conducted with professionals working in the resorts certified by the Brazilian Association of Resorts. The Association currently has 44 Resorts certificates in various regions of Brazil.

According to the Brazilian Association of Resorts (2011), Resort is a high standard hotel in facilities and services, strongly focused on leisure in spacious living area with nature, in which the host does not need to keep off to meet his requirements of comfort, food, leisure and entertainment.



The choice for this kind of hotel enterprise is justified by the extent of its structure and services, as well as by the level of demand of its clients in relation to the service, which requires of its employees a better qualification and competence to serve in a way that meets the customer expectations.

## **2. Leadership**

Leadership is an evolving issue. Defining the leadership phenomenon already originated several different conceptual positions, and many of them are contradictory or reflections of a passing trend, both for managerial area as for the academic area (BENNIS; NANUS, 1988).

A survey made in the works surveyed between the 50 and 80, point out the different points of view on the concept of leadership, according to the Box 1 below (YUKI, 1989 *apud* BERGAMINI, 1994):

<b>Time – Authors</b>	<b>Concept</b>
Hemphill and Coons – 1957	“Leadership is the behavior of an individual when he is directing the activities of a group towards a common goal.”
Janda – 1960	“Leadership is a special kind of relationship of power characterized by the perception of the group members in the sense that the other member of the group has the right to prescribe behavior patterns in the position of the one who acts with regards to his activities as a member of the group.”
Jacobs – 1970	“Leadership is an interaction between people in which one presents information of a type and in such a way that the others become convinced that their results will be improved if they behave the way suggested or desired.”
Katz and Kahn – 1978	“Leadership is the increased influence over and above a mechanical submission with the routine guidelines of the organization.”
Rouch and Behling – 1984	“Leadership is the process of influencing the activities of an organized group towards the realization of a goal”.

**Box 1 – Concepts of leadership**

Source: adapted from Bergamini (1994, p. 14)



Along these definitions, it is possible to identify some common ground between them. According to Bergamini (1994), they retain the common denominator that the leadership is linked to a phenomenon of group or individual application, and highlights an influence process intentionally exercised by the leader on its employees.

The understanding that the influence process is related to the phenomenon of leadership, is also confirmed by Bass (1990), describing that the influence concept recognizes that individuals are different from each other and that this fact implies a reciprocal relationship between the leaders and their followers, not for domination or control, but by their own example.

The latest leadership approaches present the concepts of transformational and transactional leadership. According to Bento (2008), Burns (1978) was the first to draw attention to these concepts, where he states that the transactional and transformational leadership were based on “relations” and “power”.

After having studied leaders like Franklin D. Roosevelt, Nikolai Lenine, Luis XVI, e John F. Kennedy, Burns (1978), he developed a taxonomy of leadership that characterize the leaders as “transactional” or “transformational”. He described the transactional leaders like those who share the initiative in making contact with others for the purpose of transacting aspects of interest that have value to both sides. On the other hand, transformational leadership occurs when people decide to get involved with other individuals, in such a way that leaders and employees increase the levels of motivation and ethics (BURNS, 1978). The efficacy of both forms of leadership and the transformational leadership is recognized, and it is concluded that the transformational leadership, with a strong moral dimension, was associated with effective leadership and that in times of instability, it was more enduring than the transactional model (BURNS, 1978 *apud* BROWN; REILLY, 2008).

According to Bass (2008), transformational leadership was mentioned for the first time, by Downton (1973). Burns (1978) dedicated to investigate the two styles as opposites. Later, Bass (2008) demonstrated empirically that the two styles of leadership are two dimensions positively correlated and that transformational leadership adds the effects of transactional leadership.



Thus, we can affirm that the transactional leadership is a process of exchange between leaders and the ones that are led, based on reward. The transactional leader transmits his expectations about the goals and performance of their subordinates, as well as his relationship with the rewards. For Smith (2005), the leader monitors the performance of his followers and proposes corrective actions as needed. Following the same reasoning, Burns (1978) comments that transactional leadership occurs when a person takes the initiative to establish contact with each other with the aim of exchanging goods, these goods can be economic, political or psychological. Bass (2008) confirms this idea and also states that a leader is transactional when he rewards his employees with awards when they comply with the goals agreed, but at the same time he requires and punish really bad when they cannot do the expected. Transactional leadership emphasizes the exchange that occurs between a leader and his employees. This exchange involves the leader direction or mutual discussion with the staff about the requirements to achieve the desired goals (BASS, 2008).

Transformational leadership is already based on mutuality of purpose and influence of a leader on the follower. The leadership action, in this case, must occur in double direction in order to establish the climate of respect with each other (GONÇALVES, 2008). Burns (1978) said that transformational leadership enhances the level of awareness of employees about the importance and the value of the results designated, as well as manners to achieve them. He also states that this leadership makes the employees to go beyond their own interests on behalf of the team and organization. Bass (2008) complements this concept when he mentions the fact that the transformational leader raises the maturity level of the employees, and also engages and motivate without the use of power. The leader can transform people, groups, organizations and even the society.

According to Bass and Avolio (1997) *apud* Bergamini (2008), a transformational leader differs from the transactional leader, not only by recognizing the needs of members, but by the fact he seeks to develop the needs ranging from lower to higher maturity. Box 2 presents some differences between the two styles.



Transactional Leadership	Transformational Leadership
Develops the need to finish tasks.	Develops the need of a meaning.
Develops the concern to make money.	Develops the concern with purpose.
Power and Position. Policy and Advantages.	Values, ethical and moral principles.
Focused on short-term results.	Dedicated to the achievement of long-term goals.
Inspired on the compliance with rules	Inspired on love.
Supports systems and structures that reinforce the result.	Identifies and develops talents.
Follows the pattern of behavior, meeting the expectations.	Performs alignment of values and main goals.
Focused on efficiency.	Focused on effectiveness.

**Box 2** – Differences between transactional leadership and transformational leadership

Source: adapted from Covey (2002)

To analyze all these concepts, it is possible to see that the main difference between the two styles is that the transactional leader manages results through an exchange, and that both the leader as his staff are more concerned with their own interests. This does not happen in the transformational leadership, where the leader can awaken in each employee the motivation needed to achieve the results desired by the organization, transforming the general interests as interests of their own. That is what makes this style so fascinating and effective.

For this reason Brownel (2010) says that the style of most relevance for leaders who work in the hospitality industry is the transformational style. This is because this kind of leadership keeps the collaboration between interpersonal relationships, establishing open communication, as well as the support to the team and the responsibility to provide the necessary resources to fulfill this shared insight. In the research of Carvalho, Silva and Zago (2011), formal education contributes in a particular manner to the acquisition and expansion of the managerial skills. These factors are important to achieve better results in this kind of thread, where the population studied in this research is located.

### **3. Methodological procedures**

This article was developed through a quantitative and qualitative research, which uses the method of mixed approach. According to Creswell (2010), research with mixed methods is an approach that combines or associates the quantitative and qualitative manner. So it is more than a simple collection and analysis of the two data types, because it uses the two approaches together, so that the overall strength of this type of study is larger than the quantitative or qualitative research alone.

A descriptive, exploratory research was carried out, that aims to provide greater familiarity with the issue, in addition to describing the characteristics of a particular population or phenomenon (GIL, 2010). The method can be considered as exploratory, not due to the leadership topic, but by the searched segment. There are no academic researches on the leadership styles practiced in the hospitality industry in Brazil, only abroad, such as Brownell (2010) and Freitas (2006). A part of the research was the survey, which provides the direct interrogation of people whose behavior is desired to be met (GIL, 2010).

This was a non-probabilistic sample, not the convenience type. The population studied was composed of two categories of professionals. One category involved the professionals who work in positions of leadership in resorts certified by the Brazilian Association of Resorts in functional position of Manager, Supervisor and Coordinator. Another involved the employees led by those leaders who act in these same units.

In relation to the data collection procedure, for the quantitative research, the researchers, with the support of Brazilian Association of Resorts, sent an email requesting to fill out the research for academic purposes. The e-mail was sent to Managers and CEOs of every enterprise with a return request to accept the participation of the resort in the research. In addition to the invitation of the same entity, the researchers contacted by phone and e-mail all the human resources departments of associated Resorts. Table 1 shows the number of respondents by resort researched and the region in which it is located. The resorts that have agreed to participate in the research were:



Resort	Region	Frequency	Percentage
Bourbon Atibaia	Southeast	20	11.83%
Paradise Resort	Southeast	89	52.67%
Royal Palm Plaza	Southeast	4	2.36%
Casa Grande Hotel Resort	Southeast	17	10.06%
Hotel Senac Campos do Jordão	Southeast	2	1.18%
Hotel Senac Águas de São Pedro	Southeast	2	1.18%
Bourbon Foz do Iguaçu	South	6	3.56%
Hotel Costão do Santinho	South	2	1.18%
Rio Quente Resorts	Midwest	2	1.18%
Hotel Transamérica de Comandatuba	Northeast	12	7.11%
Jatiuca Resort	Northeast	7	4.15%
Beach Park Acqua Resorts	Northeast	2	1.18%
Beach Park Suites Resorts	Northeast	2	1.18%
Club Med Trancoso	Northeast	2	1.18%
<b>Total</b>		169	100%

**Table 1** – Resort and region of respondents

Source: research data

As can be seen in this table, of the 44 Resorts certified by Resorts Brasil, 14 participated in the research, being 6 resorts in the Southeast region, 2 resorts in the South region, 1 in the Midwest region and 5 resorts in the Northeast region. The largest concentration was in the southeastern region with a total of 134 respondents (79.28%). The South region had 8 respondents (4.74%). The northeastern region had a total of 25 respondents (14.8%). The lowest concentration was in the Midwest region with 2 respondents (1.18%).

Data collection followed the same procedure for all respondents from all regions of the country. The questionnaires were answered through the autofill, print and electronic form, and were developed in the Survey Monkey tool, which also relies on the availability of the URL address for direct access in the electronic form.

The data collection instrument used in the research was the questionnaire *Multifactor Leadership Questionnaire*® – *MLQ*, (Questionário Multifatorial de Liderança) developed



by Bass and Avolio (1990) *apud* Almeida (2004) and Dutra (2006). This questionnaire has been shown as a valid and reliable instrument for measurement of leadership behaviors (ANTONAKIS *et al.*, 2003; TEPPER; PERCY, 1994 *apud* BROWN; REILLY, 2008)

In relation to the analysis of data, primarily on a quantitative approach, all the statistical analysis was performed with the aid of statistical software “Statistical Package for the Social Sciences” (SPSS), version 17.0. In first place, the statistical technique of frequency analysis was used, in order to meet the prevailing opinion of the sample in relation to the attributes of the Transactional and Transformational Leadership. It was decided to analyze the responses of leaders and persons led by them together in order to respond to the overall purpose of this research, as well as to get to know the similar opinions of participants. The, to evaluate the difference of opinions of leaders and their subordinates, measured by the scores obtained by the MLQ instrument scales, the comparison of frequencies was made, in order to infer which leadership style was the main one.

The qualitative approach was operationalized through the *Focus Group*, which according to Oliveira and Freitas (1998) is a type of in-depth interview held in group that features defined peculiarities, with regards to the proposal, size, composition and performance procedures. The analysis focus is the interaction within the group where participants influence each other through the responses to the ideas and collocations during the discussion. It is necessary the participation of a moderator and an observer to conduct the issues presented.

To do this, firstly the researchers invited, through e-mail, ten professionals of the area, considered as opinion leaders in the State of São Paulo, five women and five men. They all accepted the invitation. Two meetings were held, one only with female professionals and another with male professionals. This Division was based on the fact that the *Focus Group* should be performed with homogeneous groups to better promote the discussion of the topics covered, and the gender was one of the factors used in the formation of these groups. Another important issue to be defined in the formation of groups is the size. In this definition, it must be considered that the group should be small enough so that everyone would have the opportunity to share their perceptions and large enough to provide diversity of perceptions. Based on these arguments, the recommendation that each group should be in the range of 5 to 10 participants was met (OLIVEIRA; FREITAS, 1998).

## **4. Results**

The results of this research were analyzed by quantitative and qualitative approaches. In the foreground, the results of survey research are presented and analyzed. Then, the results measured on the qualitative research were indicated, through the technology used in the focus group.

### **4.1. Quantitative research**

The sample of this research consists of 169 professionals working in the resorts of Brazil and occupying positions of different hierarchical levels, from the total number, 68 respondents (40.3%) are considered to be leaders and 101 respondents (59.7%) are considered to be led.

In relation to the characterization of the sample, the majority of respondents is female (63.3%) ranging from 20 to 40 years (74%). On the educational level, the majority of respondents (49.10%) has complete higher education, although the number of professionals with complete high school education or incomplete higher education is 36.7%. These data may reflect the high level of cultural and training requirement that professionals of the hotel segment should have to meet the various types of guests in their enterprises. One of the criteria used in the general selection of a resort is at least the complete primary education, for positions of cleaning and cooking. As the hierarchical level increases, the requirement might be complete post-graduation education for management positions. Another fundamental issue is that in addition to academic training, the knowledge of other languages is extremely important for key positions in a resort.

As can be observed in Carvalho, Silva and Zago (2011), increased formal education for managers of hotels provides the development of special skills in dealing with customers, employees and provides increased efficiency at work.

To present the location of the resorts participating in the survey, the enterprises were distributed in the following table:





Region	Associated resort	Respondent resort	Percentage of respondents
North	0	0	0%
Northeast	27	5	18.51%
Midwest	1	1	100%
Southeast	13	6	46.15%
Southern	3	2	66.66%
Total	44	14	-

**Table 2** – Location: associated resorts X participating resorts

Source: research data

Table 2 shows that the region with the lowest number of respondents of the research in comparison with the sample was the Northeast, with 18.51%. The Midwest region, although it has a small number of respondents, as shown in the table, obtained 100% of participation. The Southern region with 66.66% also had a good participation where 2 of the 3 resorts certificates responded to the research. Finally, the Southeastern region, which obtained the largest number of respondents, as compared to the number of associated resorts, and gained the participation of 46.15%.

To respond to the overall objective of this research, we used the frequency analysis to measure the assertions of MLQ, as Table 3 shows.



Leadership style	Never	Rarely	Frequently	Missing value	TOTAL
Transformational	5.8%	25.1%	64.5%	4.6%	100%
Transactional	17.7%	31.8%	46.6%	3.9%	100%
Laissez-faire	55.9%	26.2%	13.3%	4.6%	100%

**Table 3** – Percentage distribution of the compiled analysis of the leadership style

Source: research data

This table shows that 64.5% of the respondents claim that leaders often use transformational leadership attributes during the performance of their activities, while 25.1% of respondents stated that the leaders rarely use these attributes. As for the transactional leadership, 46.6% claim that leaders often use the attributes related to this style, however 31.8% rarely use such attributes.

To analyze the result of this comparison it is possible to infer that the predominant leadership style practiced in the resorts of Brazil, according to the frequency analysis made through data collected in the quantitative research, is the transformational style. Data were analyzed together, i.e. leaders and persons led by them, we can deduce that this is a possible cause for the prevalence of this style, since the leader tends to classify it as he would like or should be and not for what it really is.

To identify which leadership style of resorts by the insight of the leaders, proceeded to the comparison of frequencies to infer which leadership style was the main one. The results are presented on Table 4.

According to the data in this table, 73.7% of the leaders questioned claim that they use often transformational leadership attributes. This figure shows that the predominant leadership style in the resorts of Brazil by the insight of the leaders is the Transformational Style.

This result appears positively because it corroborates with the affirmation of Brownell (2010) when he says that the style of most relevance for leaders who work in the hospitality industry is the transformational style.



To identify which leadership style of resorts according to the sight of the persons led by them, the comparison of frequencies was made in order to infer which leadership style was the main one. The results are presented on Table 5.

Style	Rarely %	Sometimes %	Frequently %	Missing values %
Transformational	6,5	13,5	73,7	6,1
Transactional	31,4	18,6	44,5	5,2

**Table 4** – Leadership style by the insight of the leaders

Source: research data

Style	Rarely %	Sometimes %	Frequently %	Missing values %
Transformational	21.468	21.303	54.107	3.122
Transactional	32.877	21.644	42.831	2.648

**Table 5** – Leadership style by the insight of the persons led by them

Source: research data

It is observed that 54.1% of the questioned persons that were led claim that their leaders often use transformational leadership attributes. This figure shows that the predominant leadership style in the resorts of Brazil by the sight of the led persons is the Transformational Style, although there was a greater balance between the results of both styles. If comparing this data to the result by the insight of the leaders, it is possible to infer that the led persons showed, in smaller proportion, the predominance of the transformational style. They are probably representing more intensely the desire to have a leadership more transformational than the reality of the exercise of leadership in resorts.

It is important to note that the two styles are not exclusive. According to Bass (2008), the two leadership styles are two dimensions positively correlated and that the transformational leadership adds the effects of transactional leadership. The difference is that in transformational leadership the leader works more with morality and maturity, causing the internalization the desire to do, without the corresponding Exchange of interests.

By the results of the leadership styles practiced in resorts by the insight of leaders and the persons led by them, through the frequency analysis, it was possible to establish a comparison of both views, as demonstrated on Tables 6 and 7.

<b>Insight</b>	<b>Rarely %</b>	<b>Sometimes %</b>	<b>Frequently %</b>	<b>Missing values %</b>
Leaders	6.53	13.57	73.72	6.16
Persons led	21.46	21.30	54.10	3.12

**Table 6** – Comparison of the visions of leaders and persons led on the transformational leadership style

Source: research data

Table 9 shows that 73.72% of leaders often use the attributes of transformational leadership, transforming this predominant style in their insight. While 54.10% of the respondents claim that their leaders often use the attributes of transformational leadership, transforming this predominant style in both views, but in minor percentage by the persons led. Table 7 presents the comparison of views on the transactional style.

It is observed that 44.54% of leaders often use the attributes of transactional leadership whereas 42.83% of respondents claim that their leaders often use the attributes of transactional leadership. These figures, compared to the result of transformational leadership attributes, were presented in smaller percentages.

By comparing the results, it appears that the transformational leadership style was the main one on both visions, and in the insight of leaders, this style was 19.6% higher than in the insight of the persons led. This difference, though the same style of leadership in the overall result, may suggest a divergence of views between the two groups surveyed, i.e. the leader does not understand in the same way as their subordinates do.

Brown and Reilly (2008) recognize the effectiveness of both forms of leadership and conclude that the transformational leadership carries a strong moral dimension and is therefore associated with effective leadership and that in times of instability it was more enduring than the transactional model.

<b>Insight</b>	<b>Rarely %</b>	<b>Sometimes %</b>	<b>Frequently %</b>	<b>Missing values %</b>
Leaders	31.46	18.69	44.54	5.29
Persons led	32.87	21.64	42.83	2.64

**Table 7** – Comparison of the visions of leaders and persons led on the transactional leadership style

Source: research data

## **4.2. Qualitative research**

The technique used for the data analysis of qualitative research was the Focus Group. Two meetings were held. The meeting held with women took place on May, 2nd 2012 in a Hotel located in the city of São Paulo. Another meeting was held with men, which took place on May, 15th 2012. The number of participants at each meeting ranged from 5 to 7 people. The participants chosen are opinion leaders and carry out various functions in the segment of tourism and hotel management, as shown on Table 8.

It can be observed that the meetings contemplated the quantity of participants recommended by the literature for this technique, as well as the scope and diversity of positions and functions of the opinion leaders in the segment researched.

The results of the quantitative research were presented to two groups at the beginning of the meetings, to be discussed according to the professional experience of each participant.

To better present the results of both focus groups, a comparison with the main points discussed was made.





Category / Gender	Female	Male	TOTAL
Hotel Manager	2	3	5
Hotel Consultant	1	1	2
Tourism Director of the Public Sector	1	0	1
Academic Coordinator/ Director of the Hospitality Course	1	0	1
Director of the Hospitality Management Company	0	1	1
TOTAL	5	5	10

**Table 8** – Composition of meetings

Source: research data

Although both groups agree in some aspects related to the issues of the Focus Group, it was evidenced the difference of insight and perception between the genders, as well as the contradictions in relation to the result of the quantitative research.

- Among the opinions that are similar between the two groups, the highlights are:
- Both believe that the transactional style is the most practiced in hotels and resorts of Brazil.
- Both believe that the transformational style is ideal for hospitality.
- Both have cited the administration type as determinant factor for the leadership style.
- Both commented that the senior executives influence a lot in the leadership style of the other managers.
- Both believe that the leader does not see his flaws and that is why he believed he has the transformational style, but that does not reflect the reality.
- Both believe that the persons led might have been influenced in their opinion when they responded to the survey, because their leaders have attributes of the transformational leadership, much more than the reality in which they live.

### **4.3. Comparison of the results of the Quantitative and Qualitative Research**

When comparing quantitative and qualitative research data, it was possible to observe some discrepancies in relation to the results, as shown on Box 3:

<b>Quantitative Research</b>	<b>Qualitative Research</b>
The predominant style practiced in the resorts is the Transformational	The predominant style practiced in the resorts is the Transactional
Predominant style in resorts according to the leaders is the Transformational	Predominant style in resorts according to the leaders is the Transactional
Predominant style in resorts according to the leaders is the Transactional	Predominant style in resorts according to the persons led is the Transformational

**Box 3** – Differences between quantitative and qualitative researches

Source: research data

The Table 11 shows that there have been discrepancies related to the general purpose of the research and of the specific objectives. The possible causes of these distinct results were mentioned in the qualitative research by opinion leaders. For them, the respondent leaders did not see their deficiencies and really believe they have the ideal leadership style, whereas the respondents that were led could have answered according to their desires and not according to the truth itself.

A factor that corroborates with this conclusion and which can be considered as a possible responsible for the discrepancy in the results of the quantitative research is the corporate sentiment. According to Ribas, Moura and Hutz (2004), the corporate sentiment reflects a propensity of persons to give answers considered more socially acceptable and to deny the personal association with negative opinions or behaviors considered socially bad.

This trend can jeopardize the research validity and must be controlled by the researcher. Distortions in the responses resulting from corporate sentiment can be associated to different processes and have different backgrounds, such as: personal characteristics; conditions and application modes of research instruments; biased responses which are given inadvertently or unknowingly by the participants; fraud, that is, responses that are purposely distorted by participants with the purpose of manipulating the personal image that

is offered. Distortions related to the corporate sentiment may put at risk the validity of the quantitative research, especially when these involve self-administered questionnaires (RIBAS; MOURA; HUTZ, 2004).

In the case of this research, this factor may explain the difference of opinion of leaders and persons led by them to respond the MLQ questionnaire, to consider the results of the qualitative research as valid in order to respond to the goals of this article.

## **5. Final considerations**

The main purpose of this article was to identify and analyze the leadership styles practiced in resorts of Brazil. To achieve this goal, initially, the explanation and discussion of different concepts that address the topic leadership was necessary. Then, the literature review on the subject has verified the evolution of leadership theories involving the theories of traces, leadership style, theory of the contingency and the new leadership, the latter contemplated the approach of the Transactional Leadership and Transformational Leadership, chosen for the research of this article.

The result of the quantitative research indicates that the predominant style in the resorts of Brazil is the Transformational, which can be considered as positive, since according to Brownel (2010) is the most appropriate style for the hotel industry. Bass (2008) also states that transformational leadership is the only leadership able to provide a extraordinary performance to followers, aiming to raise the awareness of the group and of the company, favoring the evolution of individuals and aligning individual and organizational expectations.

In relation to the specific objectives, the results showed that the predominant leadership style in resorts according to the leaders is the Transformational style, with 73.7%. In view of the persons led, the predominant leadership style is the same, but with a smaller percentage of 54.1%. Although the results have identified the same leadership style in the two insights, it is possible to affirm that the persons led do not see their leaders in the same way that they understand. Transformational leadership attributes, according to the opinion of the persons led, are seen on a smaller scale than the leaders scale,

approaching the transactional style, identified as predominantly by the opinion leaders in the qualitative research.

The research revealed that experts of the Focus Group do not agree with the results obtained in the quantitative research in relation to leadership style practiced in the resorts of Brazil. For them, the predominant style is still the transactional, although they agree that the Transformational is the ideal for the segment. With regard to styles, female and male groups agreed with the fact that most leaders think they are better than they really are. This may have contributed to the result of the field research, but point out that such result does not reflect the reality of resorts.

Thus, with respect to the general goal and specific objectives of the article, the methodological procedures identified a different opinion in relation to the predominant leadership style in the resorts and in comparisons between the visions of leaders and the persons led by them.

To respond to the overall goal, while the results of the quantitative research identified the Transformational leadership style as predominant, the result of the qualitative research has contested such results, claiming that it does not represent the reality perceived by them. This discrepancy between the results of two surveys led to the search for a greater understanding about the possible causes, coming to the conclusion that corporate sentiment can explain the difference of opinion leaders and persons led participating in the quantitative research, considering the result of the qualitative research as valid, in order to meet the general goal of this article, as well as the specific goals. This would be the view of the literature before the results.

Besides this factor, it is important to mention that the segment of the hotel industry suffers from the lack of skilled labor and trained leaders to motivate their teams to use the excellence in services pertinent to resorts. In this way, it would be contradictory and premature to conclude that the leadership today can be considered as transformational, since the reality does not present itself in that way. What is observed is a still evolving segment on the issue related to the Management of People, because there is few investments in this area. This vision of the results can be inferred through analysis of researchers, as well as the results of qualitative research with the reports of opinion leaders of the segment. Thus, the

predominant leadership style practiced in the resorts of Brazil considered in this research is the Transactional.

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