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**INVESTIGATION AND CATEGORIZATION OF HUMAN SUCCESS
FACTORS AND LEADERSHIP CHARACTERISTICS IN THE HOTEL
INDUSTRY**

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1 Introduction of topic

The hotel industry has always strived to generate the highest possible revenue during its operations while providing the best possible service to its guests. Reputation and guest satisfaction is important for a hotel, as these are among other the success factors that contribute to a successful operation. But how can we determine if a hotel is considered successful or not? Is there a secret recipe, a well-proven formula that if we follow our hotel, which has not been working well until then, will be a popular accommodation with high guest satisfaction? And has a high occupancy rate and high revenue? To what extent do leadership qualities affect success? However, there is no specific template for success that can be drawn on each institution, it can help in one place and have the opposite effect in another. There are basic pillars that are needed in every hotel to provide a service that contributes to sustainable operation. In addition to adhering to basic principles, some indicators will help a hotel succeed and achieve its goals. Such is the KPI, which stands for Key Performance Indicators. KPIs are a great way to measure economic success, however, to be successful in the hotel industry, you need not only to meet metrics but to have the skills to run a hotel. In my dissertation, I will examine and systematize the psychological factors necessary for success based on interviews conducted with the help of the HSM Professional Circle of Friends.

In Hungary, the HSM Professional Circle of Friends is a non-profit organization that researches the success factors of restaurants and hotels. Their members share their experiences in their meetings to apply what they have learned from each other in real life. A series of events has been relaunched this year, currently only online due to the Covid-19 epidemic, but they plan to hold their meetings in person later. The organization has also embarked on a new activity that relies on gathering the experiences of successful people in the profession. One of the leaders of the organization, Árpád Csobota-Kis, has gathered his 37 years of experience, which he would like to publish in addition to interviews with other professionals, to teach the younger generation of the profession. I won the tender of HSM Professional Circle of Friends; therefore, I had the opportunity to study the success factors of hotels with their help as a student.

I believe the issue is relevant, particularly considering the present pandemic crisis, which necessitates even more attention being given to the operation of hotels to restore the indicators in the sector to their pre-pandemic levels. In addition, the systematization of leadership abilities in the hospitality sector gives a chance to examine if a leader is born or whether certain procedures aid in the development of certain characteristics in individuals.

Creating comprehensive work that brings together the success criteria of the hospitality industry is a gap-filling endeavor that will be of great assistance to individuals who are working in the industry to make their company successful and master fundamental skills.

Measuring and evaluating success in the hotel business is a vast subject; hence, in my dissertation, I focus primarily on the human aspect of success in the hotel sector. When it comes to hotels, success is mostly measured in economic terms. Following a thorough examination of the existing literature, the following research questions arose in me:

1. What leadership skills do you need to be successful in the hotel industry?
2. Is leadership style influenced by various external factors such as religion, marital status, life cycle, etc.?
3. What kind of connection can be observed between the leadership style of hotels with higher KPIs?
4. What leadership style and characteristic differences can be observed in a hotel with smaller and larger occupancy?

2 Literature review

2.1 Overview of needed competencies in hospitality

Numerous researchers have examined reception capacity from a variety of perspectives. This section defines competence composition, provides an introduction to competency models, and conducts a literature assessment of the most well-known competence studies in the hotel and tourist literature. Throughout the years, the academic literature has produced several definitions of competence. According to the earliest but most often quoted definition of competencies, they are a person's perspective attributes that enable them to perform effectively and/or exceptionally well at work (Bernard Marr, 2019).

2.1.1 Efficiency regarding success in the hospitality industry

When we speak about the success of a hotel or the success of a leader, we tend to approach the idea of success from a purely financial perspective in most circumstances. It the importance of pointing out that these measurements do not always provide insight into why someone is not successful; instead, we merely see the statistics in many circumstances. Of course, these data give a solid basis for understanding how our hotel operates, but if we dig a little further and go beyond the numbers, we can see that many other factors contribute to success, such as the skills and efficiency of our employees.

Traditional methods of measuring efficiency include ratio analysis and other similar techniques. Ratio analysis is a useful technique for simply evaluating the connection between two factors; however, it's not enough to study the interaction between numerous variables in a cross and inter environment like that seen in the hotel business (Reynold, 2003). However, excessive returns to investment and other financial metrics (ROI) may be at the expense of the hotel's overall profitability, a narrow focus on departmental profitability, and urge managers to prioritize short-term aims above long-term advantages.

Jones and George (2020) define efficiency as an index that measures the effectiveness of resources used to achieve goals or production efficiency. Managers may make their organizations more efficient by reducing the number of resources or the amount of time it takes to accomplish a certain objective or service, respectively. According to Lovell (1993), a company's efficiency is measured by comparing its observed output and input values to the best possible values of those values. As far as the organization's behavioral goals are concerned, by comparing actual expenses and revenues to their ideal values, an organization's efficiency can be determined. (Chieh Heng Ko, 2009)

The management must ensure that the organization and its members operate smoothly, and this is their primary obligation. Managers need to evaluate organizational efficiency. The commonly used mechanisms for measuring and analyzing organizational efficiency are still too narrow to address a broad variety of organizational success aspects (Reynolds, 2003). Efficiency measurement is all about getting a deeper knowledge of how the organization evaluates its processes and how to increase efficiency or re-allocate resources. This is particularly critical in the hotel industry, where competition is fierce. (Chieh Heng Ko, 2009)

The literature reviews regarding measuring success and efficiency in hospitality are mostly focused on financial success, and how to increase KPIs. At the same time, to better understand this topic and see through the connections, we also need qualitative research methods. Therefore, this research aim is to have a better understanding of the intangible factors of success in the hospitality industry.

2.2 Leadership theories

According to the article of Western Governors University (2020), a leadership theory is a way to explain how and why certain individuals get to the top of a particular organization. To improve their leadership qualities, they concentrate on the characteristics and behaviors that individuals may embrace. When it comes to leadership, Cambridge University defines a leader

as "someone who is in charge of an organization." In addition, "the collection of attributes that create a competent leader" is the definition of leadership.

Over the years, many different definitions of leadership have arisen, as well as several ideas on the qualities that individuals need to be effective leaders and achieve success in a business, organization, or project work. When it comes to leadership, there is no one-size-fits-all definition. Some leadership theories seek to explain what differentiates a great leader from other leaders, while others attempt to explain how great leaders are developed. Nawaz (2016) listed seven outstanding leadership ideas that are widely adopted throughout the globe in his survey of the literature on leadership theories. As a result of the fast-paced environment, the emphasis on customer service, and the labor-intensive nature of the hotel industry, effective leadership abilities and the application of leadership theories are crucial.

Table 1 Most important leadership theories

Name of the theory	The creator of the theory	Explanation of the theory
Great-Man Theory	Thomas Carlyle, 19 th -century idea	This is one of the first theories of leadership that has been developed. This view stresses that leadership is a trait that is either had or lacking; it is not something that can be learned. Leadership is a natural phenomenon and that leadership is "born" rather than "created," According to this notion, persons who possess leadership abilities possess a leader's charisma, self-confidence, intellect, outstanding communication skills, and social skills that distinguish them from their peers and distinguish them from others. Many political figures now disagree with this viewpoint.
Trait Theory	Gordon Allport, first published in 1936	In the same vein as the great man theory, if leaders have intrinsic attributes that make them more appropriate for the position of a

		leader than those who do not have such inherent characteristics, the theory follows in their footsteps. The approach emphasizes characteristics like intellect, a feeling of responsibility, creativity, and other characteristics that help people to perform successfully in leadership roles.
Contingency Theory (Situational)	Paul Hersey and Ken Blanchard, introduced in 1969	According to this theory, no one leadership style or technique can be applied to all circumstances at the same time. In other words, it acknowledges that there may be factors that influence a certain that the leader must take these aspects into account while deciding on a plan of action.
Style/Behaviour Theory	The father of this theory is John B. Watson, and later it was developed by B. F. Skinner in the 20 th century	The focus shifts away from the features or attributes of leaders to their acts and behaviors in style or other literature on behavior theory. While this idea differs significantly from both the "great man theory" and the leadership attribute approach, it does think that good leadership is the consequence of a variety of taught or mastered talents. It implies that a person may learn to be a good leader via experience. This is one of the most effective leadership theories existing.
Process Leadership Theory	James MacGregor Burns first introduced the theory in 1978	This demonstrates that leadership is an event that is dependent on the interaction between the leader and his or her followers (process leadership). Process theory enables everyone, not only those who are born with abilities, to

		exercise leadership abilities and make decisions.
Transactional Theory	The creator of the theory is Max Weber, and his idea was future developed by Bernard M. Bass	Transactional theory (also known as management theory or leadership exchange theory) is centered on the responsibilities of supervision, organization, and collaboration in a business environment. These theories of leadership operate on the premise that incentives and punishments are the foundation of effective leadership behavior. One of the most often used theories in the world of business is this one. For this management style to work, the implementers must use a mix of incentives and sanctions to keep their employees engaged.
Transformational Theory	James MacGregor Burns introduced this theory in his book in 1978	Transformational or otherwise relation theory leaders and their subordinates are examined in this study. This concept describes inspirational and charismatic leaders who inspire their people to change and improve. Leaders who can inspire people by demonstrating the value of the job at hand and the greater good it serves are transformational. Additionally, these leaders provide the incentive that each member of the team needs to achieve their maximum potential.

Source: own edit

2.3 Success factors

Success, according to the Cambridge Dictionary, may be defined as follow: *“the achieving of the results wanted or hoped for”*.

“Success (the opposite of failure) is the status of having achieved and accomplished an aim or objective. Being successful means the achievement of desired visions and planned goals. Furthermore, success can be a certain social status that describes a prosperous person that could also have gained fame for its favorable outcome. The dictionary describes success as the following: attaining wealth, prosperity, and/or fame” (Adu-Wusu,2016).

Our attitude toward success has an impact on the behaviors we do to achieve it. The behaviors we take to achieve our objectives are dictated by our own "psychology of success." It is important to have a good self-image if the individual wants to be successful. (Dr. DeVolder, 2020)

When it comes to deciding what is a success there are two-way people think of it according to Dr. DeVolder (2020). The fixed mindset is comforting in that to be successful, one must be a genius, brilliant, and born to it. Another kind of thinking known as a growth mindset acknowledges that although talent is essential, hard effort and perseverance are the keys to success.

Leadership theories are not the only principles that can make it easier to understand the significance of the human factors regarding success in the hotel industry. To perform well, a person must have a certain amount of knowledge, talent, personality, goal-oriented attitude, value, or any other human attribute that divides solid from a great performance. (Chieh Heng Ko, 2009).

What's crucial about all of this is that we can figure out what behaviors people exhibit whenever they are performing well, independent of the underlying causes. We can create templates, or behavioral success factors, based on this data to present good leadership qualities. In this way, we may see what we can do to improve our performance.

There are two types of success factors: behavioral and technical. Our characteristics (i.e., abilities, traits, motivations, and attitudes that link to our self-image) explain how we accomplish the job or function and a separate great performance from effectiveness. Behavioral is the term used to describe our personal qualities. To be exceptional, one must exhibit or hold

specific traits or beliefs more often, in more situations, and with higher success than the typical performance.

In a role or task, technical factors refer to the technical skills and knowledge necessary to complete the task the job or role; they indicate what we need to know or accomplish for the task or role to succeed. The behaviors outlined under each success criteria start with the simplest and work their way up to the most complicated. Most high-achieving managers and professionals interact at this level. (Sunny Buffalo State College, 2016)

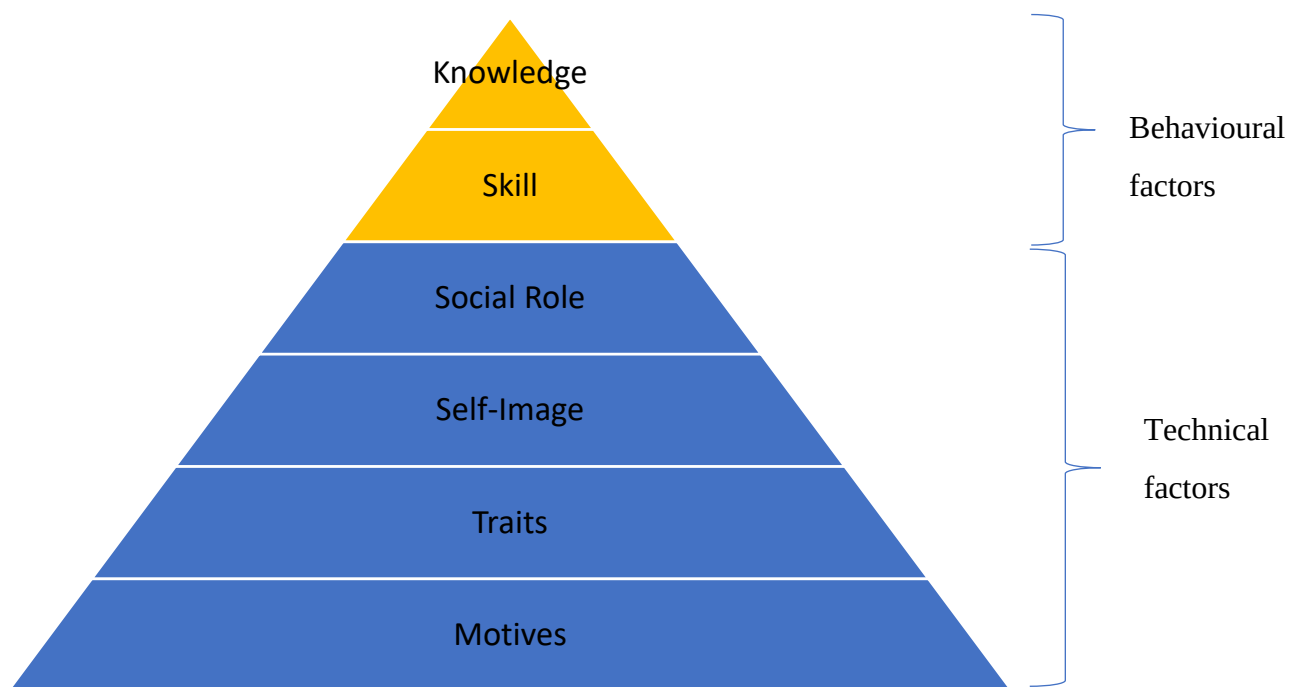


Figure 1- Success factors, source: Sunny Buffalo State Collage, own edit

As a result, business executives, managers, and human resource specialists have always sought attributes such as "initiative and communication ability" in the people they recruit. How to address these traits and if they were genuinely linked to greater work performance was unknown. The keys to identifying, measuring, and relating such attributes to work performance are to use a competency-based approach and build behavioral success factors (Marneros, Papageorgiou, and Efstathiades, 2020).

It is an interacting link between technical and behavioral success elements. This means that a person's overall performance is determined by his or her ability to apply both the knowledge required for the job and the skills necessary to do it effectively. These factors are only focusing on the human factor of success, an expanded version of the theory of critical success factors that examines more than just people's personalities.

2.4 Critical success factors

2.4.1 CSFs definition

According to the Cambridge Dictionary, critical success factors are defined as “one of the most important things that a company or organization must do well for its business or work to be successful”.

Daniel introduced critical success factors (CSFs) also known as Key Result Areas (KRAs) (Mindtools.com, 2009) in 1961 to categorize managers' important information needs, but in the realm of management information systems, it is usually thought that Rockart (1979) popularized the notion of CSFs. (Chieh Heng Ko, 2009) CSFs, according to Rockart (1979), are "the restricted number of areas in which good results would assure effective competitive performance for the company." What matters most in a company's success depends on a handful of essential factors. The organization's efforts for the time will be less than optimal if these areas fail to meet expectations. (Mindtools.com, 2009) CSFs, according to Rockart (1979), are areas of activity that require continual and thorough managerial attention.

CSFs can be used as a much more detailed way of using KPIs. There has been plenty of research with the help of CSFs in the hotel industry. This method helps have a greater insight into the success in a non-financial sense. However, the survey is conducted mainly through questionnaire data collection, which does not help to understand the deeper contexts. Therefore, this type of analysis method should be supplemented with interviews.

2.4.2 Critical success factors in the Hospitality Industry

One of the largest case researches carried out on essential success aspects in 2004 was in the UK. Brotherton (2004) researched various corporate hotels, asking several departments to complete his questionnaire and rate the CSFs among different operational areas of hotels. The table below summarizes the study findings. In the ranking, 1 indicates the highest position, meaning that it contributes the most to success.

Table 2 - Critical success factors in the UK corporate hotels

Department and Factors	Importance Rank
Food & Beverage (Production)	
Producing consistent quality food	1
High hygiene standards	2
Appropriate standards and procedures	3
Efficient purchasing & supplier liaison	4
Minimizing food wastage	5
Using efficient production methods	6
Food & Beverage (Service)	
Appropriate staff attitude/appearance	1
Providing a high level of service	2
Enhancing customer care	3
Quality of food and drink presentation	4
Quality of ambiance & environment	5
High levels of staff skill	6
Front Office	
Customer care	1
Staff attitude	2
Accurate & efficient reservation system	3
Revenue/yield management	4
Staff sales skills	5
Maximization of occupancy levels	6
Back of House	
Effective cleaning schedules	1
Clear program of planned maintenance	2
Provision of effective security systems	3
Effective inter-departmental liaison	4
Maintaining an effective laundry system	5
Conference and Banqueting	
Attention to detail & customer requirements	1
Quality of facilities	2
Competitive Pricing	3
High-quality food & beverage provision	4
Providing flexible facilities	5
Upselling where possible	6
Guest accommodation	
Ensuring high levels of cleanliness	1
Providing consistent quality	2
Meeting customer needs	3
Operating appropriate training programs	4
Minimizing costs	5
Providing a sufficient variety of rooms	6
Leisure Operations	
High levels of cleanliness & hygiene	1
Providing quality facilities	2
Operating an appropriate range of facilities	3
The attractiveness of the facilities	4

High-quality staff	5
Maintaining membership levels	6
Accounting & Control	
Effective revenue control procedures	1
Accurate financial reporting	2
The effective bad debt control procedure	3
Prompt issue of customer bills	4
Budgetary control procedures	5
Achieving accurate costings	6
Human Resource Management	
Effective recruitment & selection processes	1
Provision of regular training for all staff	2
Effective staff development	3
Maintaining staff morale & loyalty	4
Conducting appropriate staff appraisals	5
Reducing staff turnover	6
Marketing and Sales	
Well-trained sales staff	1
Maintenance of market share	2
Effective customer database	3
Effective market intelligence	4
Effective competitor intelligence	5
Effective advertising	6

Source: Brotherton (2004), own edit

Table 2 helps us to understand the operation of different units in the hotel industry. The critical success factors in the table have listed and evaluated the essential tangible and non-tangible components during operation. During successful operation not only the factors that specifically focus on the work processes play a role.

According to Chieh Heng Ko (2009) research regarding the needed critical success factor for the Taiwanese international tourist hotels to become successful, are the following (Chieh Heng Ko, 2009):

1. owner's emphasis on their employees and the business,
2. professional hotel management skills
3. innovation and features in the business,
4. outsourcing,
5. employees with quality knowledge,
6. education for the employees,
7. position,
8. equality,
9. company culture,

10. physical resources and renovation,
11. work environment,
12. branding, and
13. imaginative marketing.

In Taiwan, owners of high-performance hotels see their establishment as their main business and provide full financial and operational support to management. According to Chieh Heng Ko (2009) The owners see hotel administration as a truly skilled endeavor and are prepared to entrust their whole credibility and loyalty to experienced hoteliers. Their proactive approach also influences the hotel's corporate culture, which in turn influences employee behavior and results in improved hotel operations. By recruiting and training exceptional employees, the hotel's operational efficiency, service quality, customer satisfaction, and reputation are all enhanced. Additionally, hotels with superior operational efficiency increase profits, increase brand recognition and attract new customers via innovation in physical facilities, management practices, and service content (Chieh Heng Ko, 2009).

2.4.3 CSFs regarding executives in leading positions

According to Duval (2020), there are 12 critical success factors in choosing a forward-thinking leader for a manager position, and these competencies make a great and successful leader.



Figure 2 - Needed critical success factors to be a good leader, Source: Duval,2020, own edit

Critical success factors definitions:

- *Culture*

The attitudes and behaviors that define how things are accomplished are at the heart of any business. Your workers thrive when you integrate activities to foster a positive business culture, and you also attract applicants that share your values and cultural beliefs.

- *Compensation*

You need a competitive combination of compensation and additional benefits to engage and keep your staff. Employee compensation trends may be predicted and prepared for

using an integrated payment system that allows you to compare employee compensation to other aspects like performance.

- *Workforce Planning*

An important part of success is being able to help the company in identifying fresh talent or train existing staff to adapt to change and new methods of operating. HR softer assists in gaining a better understanding of the organization's employees.

- *Talent Acquisition*

A well-designed recruiting strategy and procedure will support you in locating, selecting, and hiring the talent that your company needs to flourish. It is possible to analyze the effectiveness of a manager's recruiting drive using reporting and data management functions provided by HR software and to keep track of prospects in your talent pipeline using these features.

- *Benefits and Employee Wellness*

Employee satisfaction and well-being are always important considerations., and a variety of benefits are essential. For instance, more flexible work schedules, more paid time off, and family leave alternatives.

- *Training*

On-the-job training and classroom education are only two of the many ways in which employees may be educated. It is needed to keep track of training attendance and expenditures, but it is also needed to know how successful the current training is. After a manager has a complete representation of staff skill levels and previous training attendance, it is possible to identify which training developments and activities will best support future growth.

- *Leadership Development*

A solid pipeline of corporate leaders ensures that there are enough managers for important positions and helps your firm plan. Tracking HR indicators like manager turnover may help to figure out where the companies' managers are strong and where they need improvement.

- *Employee Engagement*

To increase employee engagement, it is first necessary to assess which aspects of the job experience are appealing and which are not. To better understand what motivates your employees, conducting surveys and keeping track of their contributions over time is a good place to start.

- *Employee Relations*

Employee retention and satisfaction may be impacted if your business struggles with harassment, team communication, or managers that lack leadership ability. As a result, it has a larger impact on success.

- *Performance Management*

A strong performance management program may assist you in determining the level of success and productivity of your staff members. It also assists in the identification of areas in which employees may make improvements.

- *Diversity and Inclusion*

The creation of an environment where varied persons, experiences, and working techniques may coexist will allow us to develop creative decision-making as well as a culture based on mutual respect.

- *Compliance*

It is vital to keep up with changes in the regulations governing the following areas: benefits, paid time off, payroll, and workers' compensation insurance.

2.5 Performance measurement in general

“Performance measurement is generally defined as regular measurement of outcomes and results, which generates reliable data on the effectiveness and efficiency of programs.” (Rsilver, 2011) So, as the Cambridge dictionary claims measuring performance is “a system for judging how well an employee, a company, an economy, etc. is doing”.

Managers are concerned with performance measurement because it is a crucial managerial function. However, choosing how to assess a company's performance is never easy. For starters, there's the issue of coming up with appropriate definitions for terms like competition and performance. In addition, there is the problem of determining how to quantify these notions. Several diverse metrics have been employed in business performance studies., which can be divided into two categories: financial and non-financial metrics. Financial performance

indicators have been heavily criticized during the last decade or so. As a result, new methods have evolved that combine financial and operational performance indicators.

Table 3- Financial and non-financial performance measures in the hotel industry

Financial measure	Non-financial measure
Average Room Rate	Guest satisfaction
Bedroom Occupancy Rate	Labor efficiency
Cost per occupied room	Guest nights
Room Revenue per available rooms	Service quality

Source: Own edit

The practice of assessing the efficiency and effectiveness of activity is referred to as performance evaluation. The efficiency and effectiveness of a set of activities may be evaluated using a set of indicators known as a performance measurement system (Neely and Platts, 2005). Organizations achieve their goals or perform, according to the marketing perspective, by pleasing their consumers more efficiently and effectively than their competitors (Borden and Kotler, 1973).

Often, the terms effectiveness and efficiency are used interchangeably. Effectiveness measures how well the resources of the firm are used to give a certain level of customer satisfaction, whereas efficiency measures how efficiently those resources are used. This is a critical argument since it not only specifies two critical characteristics of performance but also stresses the reality that some behaviors may be motivated by both internal and external factors. (Chieh Heng Ko, 2009)

Several suggestions have been made to develop (Chieh Heng Ko, 2009) more effective performance measurement systems. Rather than relying only on financial metrics, it is advocated that performance metrics emphasize non-monetary factors such as service quality and customer happiness. It is also widely held that a company's success measurements should be tied to its strategic goals and the competitive landscape.

2.6 Performance measures in the hotel industry

Another term that is commonly used to describe a company's success is productivity. In other words, productivity is a metric for measuring performance that is defined by the output-to-input ratio, with higher numbers indicating better performance (Krugman, 1994). Productivity has traditionally gotten greater emphasis in the manufacturing industry than in the service industry.

It is commonly stated that hotel production is lower than that of other sectors. The hotel industry's distinctive qualities, such as its labor-intensive nature, expensive development, and fixed costs, difficulties in automating, and shifting market all contribute to the problem. Several academics have recognized low productivity in the hotel industry as a cause of the issue. (Karadag and Dumanoglu, 2009)

Some indicators, like production per employee, measure efficiency, while others related to sales or satisfaction measure effectiveness. While efficiency measures reflect if a company is doing things correctly, they may not always imply effectiveness, and therefore whether the company is doing the right things (Sigala et al., 2005). Due to the unique qualities of the hotel industry's service nature, productivity assessment presents extra challenges, scheduling, consistency, and demand.

The definition problem refers to the problems that arise when attempting to accurately describe a specific industry's outputs and inputs, which is especially challenging when the outputs/inputs are intangible or extremely diverse. As a result, the defining challenge is comparable to determining the appropriate inputs and outputs.

The hotel industry, like other industries, has special features such as continuous manufacturing and utilization of hospitality services, perishable nature, and diversity in service delivery. As a result, evaluating the profitability of the business is much more complex.

2.7 KPI- Key Performance Indicators

2.7.1 KPI definition

Key performance indicators (KPIs) allow for the collection of information and the exploration of the most effective means of achieving organizational objectives. (Badawy et al., 2016)

Performance measurements, according to David Parmenter (2021), may be divided into four categories:

- Key result indicators (KRIs): It will tell you how you achieved results from foresight or the key factors of success.
- Result indicators (RIs): Tell the management team how to combine to produce results.
- Performance indicators (PIs): These tell you what the groups are doing.
- KPIs: By monitoring key success criteria, management may greatly enhance the performance of the firm.

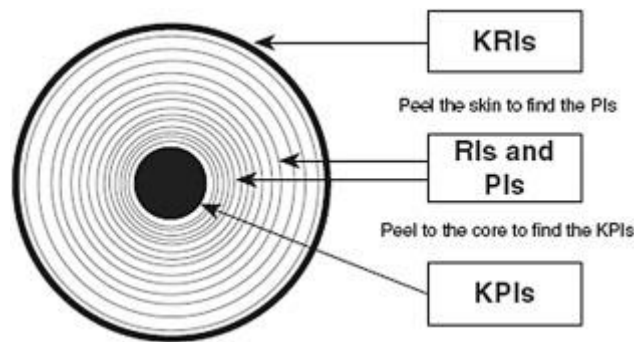


Figure 3- Four types of performance measures source: Badawy et al., 2016

KPIs can be defined by the following criteria (Parmenter, 2010):

- non-financial indicators (not expressed in currency)
- are also often measured (for example, 24/7 every day or every week)
- it needed to be shared with the top management, including the CEO
- all employees are aware of the measures and the corrective measures that need to be taken.
- accountability may be reduced to a small number of people working together in concert.
- this can have a significant impact (it influences more than one crucial success indicator and one balanced scorecard perspective.)
- reporting is usually done through the intranet screen, which indicates the activity, the person in charge, and the history so which means calls can be made

2.7.2 How KPIs used in the hotel industry

According to Srivastava and Maitra, hotel firms and their staff are being asked to set more strategic objectives in recent years. As a result, it is critical to understand the business's crucial content when selecting the most appropriate key performance indicators for the organization (KPIs). KPIs should be used in conjunction with a thorough grasp of our hotel's objectives, aims, and the demographics of its customers to identify the aspects that contribute to our establishment's overall performance.

Key performance indicators (KPIs) have become one of the most often used terms in the development and management of hotel enterprises. It serves as a foundation for understanding the major financial drivers of the hotel sector, such as accommodation, f&b, profitability, and liquidity. The hotel business is primarily consisting of three sectors: lodging, food, and beverage. Hospitality is the costliest commodity, but it also has the potential to generate the most cash for the hotel. If the accommodation product is unable to sell, it will

continue to lose income in perpetuity. (Srivastava and Maitra, 2016). The most well-known indicators in the hotel industry are (Srivastava and Maitra, 2016):

- **Average Room Rate**
 - $ARR = \text{Total revenue generated} / \text{Total number of rooms sold}$.
- **Bedroom Occupancy Rate**
 - $\text{Bedroom occupancy rate} = \% \text{ number of rooms sold} / \text{number of rooms available} \times 100$
- **Cost per occupied room**
 - $\text{€ total rooms department cost} / \text{number of rooms sold}$
- **Room Revenue per available rooms**
 - $\text{RevPar} = \text{Room revenue} \div \text{Available rooms OR } \text{Occ} \times \text{ADR}$

2.8 Summary of the literature

There were a variety of approaches to success discussed in the literature study, including:

- Leadership theories
- Success factors
- Critical success factors
- Performance measurement
- Key Performance Indicators

These theories approached managerial success from two sides. One of them is the human component and the leader's attributes; the other is quantifiable. Overall, I think that success is something that may be defined differently for each person. In contrast, when it comes to defining the hotel sector, there are specific patterns that can be followed to be a successful leader in the market.

The Contingency Theory is one that I agree with when it comes to leadership and how we can identify a strong and successful leader. In this theory, certain situations have an impact on the choice. Possessing the capacity to appraise the circumstance is a very crucial quality to have. In addition, when it comes to leadership, Transformational Theory is a fundamental way of thinking to consider. I believe that knowing every aspect of the organization is essential and that the ability to communicate your vision and desire to the staff is an excellent attribute. When it comes to the psychology of success in the hotel business, I

would prefer to agree with the fixed mindset philosophy; in my experience in this sector, being born into is the most critical factor.

Understanding the critical success aspects of a firm may be a significant competitive advantage for a business. These considerations aid in the comprehension of the operation and the identification of opportunities for improvement. The theories, when combined with KPIs, may provide a solid foundation for future improvements and a better knowledge of the operation's dynamic.

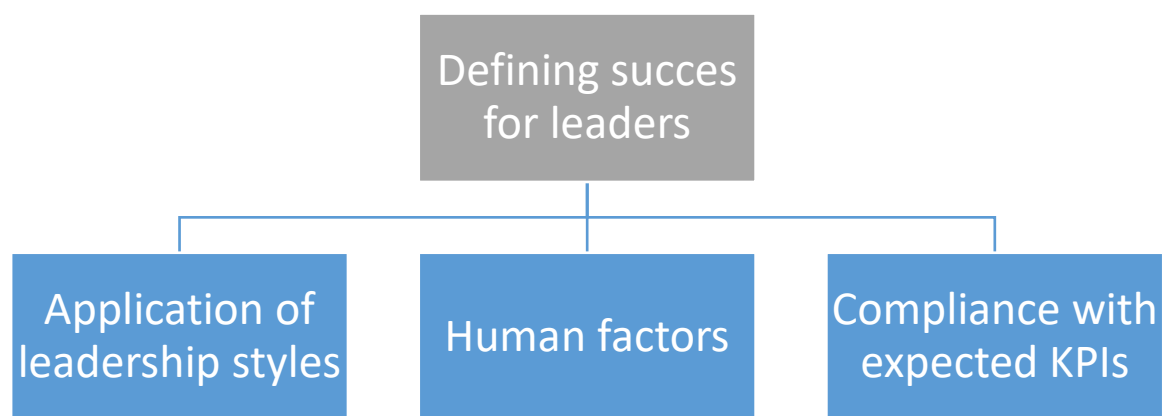


Figure 3- Defining success for leaders, own edit

Figure 3 depicts the process of determining what defines success. These three components are needed to define the concept of a successful leader in the hotel industry.

In my opinion, the human success factors are the most important factors to being a successful leader. A good leader, in my opinion, is someone who enjoys his or her profession and who is willing to fight for their objectives even if it means giving up their evenings. The success of a good leader depends on being able to see his/her mistakes, want to improve, not highlight negative things, and treat his/her employees with respect. Of course, it is important to comply with the various indicators, as in the end this also matters.

3 Presentation of methodology

The literature research showed the tools that I would need to perform my research. In this part of my dissertation, I describe the methods I utilized to get answers to the research questions I set out to address.

3.1 The problem statement, precise formulation of research questions

The human component of success is taken into consideration while I was developing the research questions. I feel that the existing literature does not devote sufficient attention to these success determinants and that greater exploration of the subject is warranted.

3.2 Presentation of the research methods

During the research of the topic, I conducted primary and secondary research to have a deeper insight into the topic and to be able to respond to the research questions that have been developed in me. The qualitative methods played an important role in the exploration.

While performing secondary research, it was discovered that conducting semi-structured interviews is the most effective method of learning about the issue of Human Success Factors and Leadership Characteristics in the Hotel Industry, which was previously unknown.

According to the article written on OliverParks website in a semi-structured interview, only a few questions are specified in advance, while the rest are left up to the interviewer's discretion. Therefore, semi-structured interviews include the advantages of both structured and unstructured interviews. In addition to being able to compare candidates objectively, they also allow for the spontaneous exploration of subjects pertinent to each candidate. Semi-structured interviews, on the other hand, are less objective and more difficult to justify when compared to structured interviews. (Pollock, 2019)

While researching a topic, it was critical to have a thorough understanding of why managers make choices and how this impacts their effectiveness; the most apparent approach to accomplish this is through an individual interview. Since they aid you in explaining, better understanding, and examining the viewpoints of research participants as well as their behavior, experiences, and occurrences.

The main information of the interviews:

- 18 participants
- Semi-structured

- In-person, documented in writing
- Mainly male participants
- Positions: general manager, owner

The interviews can be divided into two parts, interviews with professionals working in hospitality and the interview with Árpád Csobota-Kis one of the founding members of HSM. To have a better understanding of the subject matter and my limited prior experience, I conducted a series of interviews with experts in the field. HSM has produced many interviews that have been published in The Life Explorer Magazine, and other interviews are being prepared constantly by the group's research team. Individuals with management or ownership responsibilities from several hotel categories were interviewed as part of this study.

The main topic of the interview is the presentation of individual life paths, their approach to success, and their future vision for their company. From the interviews, I learned about the perspectives of individuals who have achieved significant success in their fields. What does success mean to them? For each of them, success means something different; for one, it means maintaining a family company; for another, it means operating a boutique hotel in Eger or a hotel in Villány.

The people who took part in the interviews came from a wide range of different backgrounds. As a result of my study, I anticipated that the secret to success would be unique to each individual and that these elements would be difficult to identify. When I coded the data, I saw numerous similarities among these cases.

Based on the cooperation so far, a total of 18 interviews were conducted with professionals who work in managerial or ownership positions in hotels, guesthouses, and boarding houses in several parts of the country. The interviews were focusing on the human factors and how different business deal with the problems encountered.

The interviews were semi-structured and informal in tone. The interviews were prepared by HSM and the Life Explorer Magazine, and I received a written excerpt of these, which was supplemented by Árpád Csobota-Kis during our telephone consultations. To obtain an understanding of varied life routes, I conducted interviews. I was able to get insight into the viewpoints of respondents on topics such as success, leadership styles, motivation, and so forth. The Life Explorer Magazine interview series has not yet been published on the website, so I cannot share the personal details of the interviewees.

By analyzing the interviews conducted, and gathering the correlations in a model, it is possible to observe what leadership skills are needed to operate a hotel successfully. In my opinion, it is important to consider the human factor and the psychology of success in the hotel industry as well.

3.2.1 Research timeline

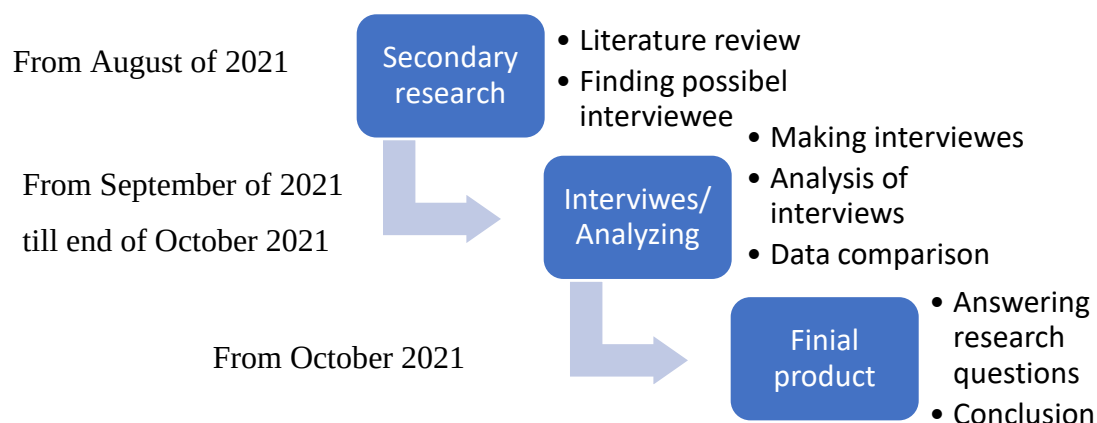


Figure 4- Timeline of my research, own edit

The research was conducted according to the timeline shown in figure 4. After doing secondary research, I had a general understanding of the subject matter, which assisted me in analyzing the interviews and answering my research questions.

3.3 HSM Professional Circle of Friends

The HSM Professional Circle of Friends is a non-profit organization dedicated to reaching out to individuals who work in the profession and encouraging them to share their experiences and ideas and build new relationships with one another via the monthly planned event. After 2016, the HSM - Hospitality Sales and Marketing events were revived, bringing together hotel, restaurant, travel agency, and event organizer professionals to network, learn, establish contacts, and get energy and power from these talks. Professional circles and individual talks indicated, in addition to their presence and support, that there is a critical need for meetings, lectures, training, and debates may give for individuals who are interested in the current viral scenario. As a result, they have decided to reintroduce monthly HSM events including high-quality professional speakers. There will be online broadcasts until it is feasible to meet in person, and after the situation has been handled, personal encounters will be possible. Árpád Csobota-Kis and László Barna serve as the organization's directors. I received a better understanding of the organization's functioning and motive for the foundation during a

telephone session with Árpád Csobota-Kis. As mentioned in the turizmus.com article, HSM was reintroduced in 2021, with the 40th online meeting conducted in February and the 41st monthly meeting held in March.

One of the major figures in my investigation is Árpád Csobota-Kis, a hotelier with more than 40 years of experience who helped me get a deeper understanding of what it takes to be successful. After completing all the levels in the hotel industry, Árpád is now an expert in Hungary who assists in the operation of hotels and the development of professionals via the delivery of lectures in the role of a mentor. His unique perspective on life and contagious optimism serves as a model for everyone who wants to emulate him.

4 Presentation of research results and proposal

4.1 Evaluations of interviews with professionals

The questions for the semi-structured interview are in the appendix. Throughout the investigation, I observed that two main aspects influence hotel sector performance. These external and internal variables shaped an individual's personality and vision, which ultimately resulted in success. Acceptance of fear of failure and drive for constant self-improvement are internal variables. External variables include, but are not limited to, among others environmental adaptability. In the following table, I discuss in further detail the elements mentioned by interviewees that led to their professional careers' success. Often, these were obstacles they conquered to achieve success, which they do not brag about, but rather live and enjoy the rewards of their work. For me these were the most interesting factors that I wanted to highlight can be found in Table 3.

Table 4 - Internal and external variables

	Internal variables	External variables
First interviewee	Whatever life brought, it was treated with dignity, love, and acceptance. Instead of blaming, they always looked for a solution. They didn't look at what life took. And they always gave even when they had nothing to give away.	They fled to Hungary because of the South Slavic conflict.

	• They had the knowledge, diligence, and entrepreneurial attitude they brought with them. • Together, as a family, with friends, in a community.	
Second interviewee	• We do not pay employees, only the family helps. Even today, children help with everything regarding the operation.	• The owner's godfather constantly wanted to sell the family estate.
Third interviewee	• His perseverance and vocation are accompanied by luck. • Being in a state of equilibrium in all aspects of living. • One of the reasons for my success may be that I am well acquainted with every task in the hotel industry and can jump into any position at any time during my time as a manager.	• The global economic crisis of 2008 forced me to reassess my way of life and take control of my life. I believed I had everything and was bragging about it, but I studied humility.

Source: The Life Explorer Magazine, own edit

Using the interviews as a guide, I identify the essential success elements that affected managers' decisions on how to operate their hotels.

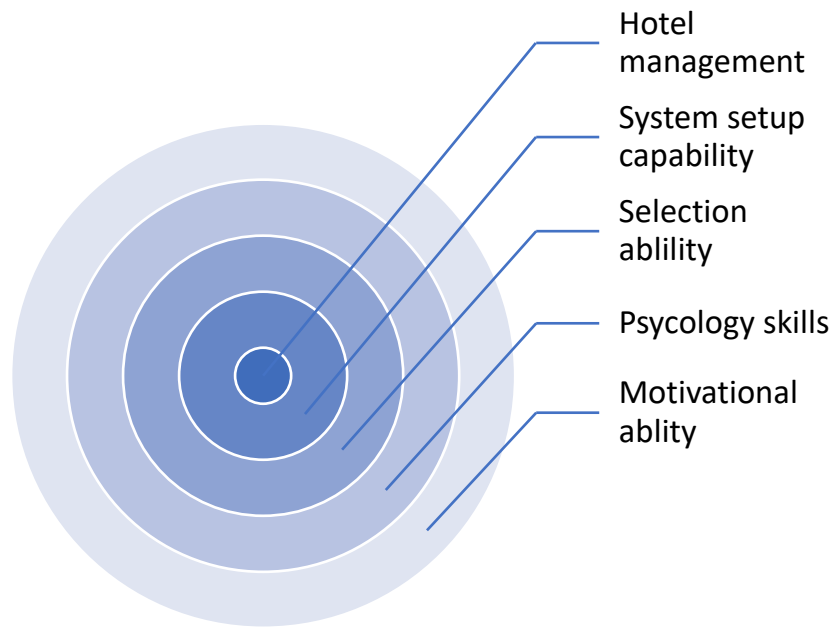


Figure 5- The most critical human aspects in the hotel industry, own edit

Figure 6 depicts the most important human characteristics that have contributed considerably to professional performance and success in the hospitality industry. The outside layer of the figure is concerned with the operation, while the narrower components in the figure have a deeper impact on the leadership style as the figure progresses inward.

- *Hotel management (owner or manager with competent and decision-making powers)*

“Learn to understand the hotel language” get acquainted with this job and avoid sticking to earlier beliefs that have been demonstrated in other professions but may not work in hotels.

- *System setup capability*

Can devise a strategy for achieving your objectives. In any element of your life, having a plan that may help you achieve your objectives is critical. In the hospitality business, there is a need for a clearly defined structure that can be followed by all members of the company.

- *Selection ability*

Only the finest experts should be chosen, and you must be familiar with the proper ways for assigning the appropriate individual to the proper role. To have a successful business the best experts should surround you, to have someone that you can rely on whatever happens.

- *Psychology skills*

You must be able to detect the employees' vibrations and respond quickly to them. It is more likely that workers will cooperate with a boss if they believe that she or he can be trusted.

- *Motivational ability*

Have the capacity to inspire and encourage your staff to reach your objectives and get more engaged in the company. Many times, managers are unaware that their success is dependent not just on their efforts, but also on the efforts of the teams with whom they collaborate.

The interviews pointed out that the leadership styles of individuals are influenced by internal variables such as:

- Education (the importance of education is networking)
- Background of the family (during childhood having a family business significantly affected my way of thinking)
- Failure due to external factors (after failure may decide to change and decided to invest in self-improvement)

The research did not reveal any influence on religion, political affiliation, or marital status in individual leadership decisions.

4.2 Evaluation of the Interview with Árpád Csobota-Kis

Many personal and telephone discussions with Árpád provided me with information about his success story. He has a very optimistic and modest personality, and he does not take credit for his accomplishments. During our discussion, Árpád described the standards that he adheres to and how they assist in the formation of relationships, professional growth, and personal development, all of which aid him in his efforts to become a successful leader.

The "secret" of its success can be summarized as follows.

- A friendly, positive outlook on life
- Openness
- Tolerant operation
- Sturdiness
- Honesty
- Understanding, and listening to the other

- Always forward-looking
- We discuss the problems immediately; we listen to the other
- We are constantly improving ourselves and our colleagues
- Respecting the guest
- Keep the goal in mind
- Thinking in a team
- He never puts himself above the other
- Striving for transparency in the system
- We employ everyone there that knows the area best and likes it the most
- We provide developer feedback
- To praise ourselves
- Disciplined operation
- Always acting to do positive changes, never act against something
- Set a good example for your employees

Árpád is, in my view, an excellent leader who makes every effort to reach a common ground with his team of workers. Consistent, exemplary, team-minded, and open to development. His approach to leadership is influenced by Transformational Theory, which can be noted in his manner.

During the interviews, I asked the interviewee to gather the critical success factors that influence the operation of a hotel and evaluate them on a scale of 1-5. Where 1 means it has little influence and 5 means it has a big influence on the operation of a hotel.

Table 5 - Critical success factors ranking in the interview,

Critical success factors (CSFs)	Evaluation
Staff recruitment (selection of appropriate staff)	5
Staff training	5
Multidisciplinary training programs	5
The role of management	5
The organizational structure of the hotel	5
Training and qualification of managers	5
Staff motivation	5
Work atmosphere in the hotel	5
Objectives of the hotel	5
Staff satisfaction	5
Organizational culture	5
To meet the expectations of our guests	4

Quality of service	4
Staff salaries, bonuses, and rewards	4
Effective cost control	4
Make the best use of resources	4
Weather (if the weather is not right in the given season, do guests still go to the hotel?)	4
Hotel facilities (diversity)	4
Hotel advertising	4
Fear of falling	4
Economic and political crises	4
Forecast (various statistical reports)	3
Introduction of new technologies	3

Source: Brotherton (2004), own edit

It can be seen from Table 3 that there are a variety of elements that can have an impact on the operation of a hotel. These elements are highly dependent on the personality of the leader as well as his or her leadership attitude, and they have a significant impact on the accomplishment of the objectives. It was interesting for me that Árpád was given 3 points for the forecast and the implementation of new technologies. This is probably because he considers working with employees and understanding them more important than bringing the latest and costly developments to the hotel.

4.3 The influence of KPIs on success

Key Performance Indicators (KPIs) are used to measure a company's financial performance. In my study, I was interested in how the human factors and key performance indicators (KPIs) were related to one another. Is there any kind of influence? The answer is not as straightforward as it seems. Key performance indicators (KPIs) such as occupancy rate may indeed be impacted by the manager's identity, history, and leadership style. However, these numbers are not only affected by these human characters.

The research question was established before the completion of all the interviews. Thus, I did not realize that although the interviewees come from one sector, the location and quality of their hotels are different. This makes it difficult to compare key performance indicators. This is because different value indicators are seen as desirable in various areas and types of accommodations. For example, if a guest house in a town in the Northern Great Plains may operate with a 60% occupancy rate and cheap room prices, a 4 * hotel in Villány must operate with a greater occupancy rate and higher room charges.

Participants in interviews conducted in collaboration with The Life Explorer Magazine and HSM operate accommodations that can be described as successful relative to their market

position. However, there are differences in their leadership styles. These disparities are mostly attributable to the size of the organizational unit in which they occur.

Smaller family businesses are more likely to fall under the Trait Theory category. They tend to emphasize characteristics like intellect, a feeling of responsibility, creativity, and other characteristics that help them to perform successfully in leadership roles. Accommodations with a larger organizational unit that do not belong to the hotel chain can be classified in the Contingency Theory category. Because they recognize that the success of a company does not only depend on the skills of the leader/manager. Hotels belonging to a hotel chain must operate the business according to a predetermined management pattern. Consequently, the most significant difference between these places is in organizational management and the individual accountability of the manager/owner. Table 4 categorizes developing leadership theories according to the responses of interview participants.

Table 6 - Leadership style of different organizations

Organizational structure	The number of subjects interviewed	Applied Leadership Theory	Strength of the leadership style
Small family-owned business	7	Trait Theory	Emphasize characteristics
Larger organizations not owned by hotel chains	8	Contingency Theory	A company does not only depend on the skills of the leader/manager
Chained own hotels	2	According to the hotel chain	Greater security in decision making

Source: own edit

As I mentioned above, comparing KPIs is difficult due to the small size of the sample. During an interview with Árpád, I got to know his work, one of the main parts of which is running hotels. In professional circles, they refer to him as the Gordon Ramsay for hotels. Due to his extensive expertise, he has gained a thorough understanding of the contrasts between hotels that are successful and those that are not successful. When it comes to leadership, the fundamental differences should be examined in terms of style and personality traits.

Typically, executives at underperforming hotels have a close-minded approach to their jobs. They do not pay attention to engaging their employees and they lack motivation toward the objectives. The most important of the five critical success aspects that have been identified so far is the ability to comprehend the whole process, which is the most disregarded in the case of low-performance hotels.

In this research, the following are the differences between high occupancy rate and small occupancy rate hotels (each one when compared to its respective market):

- Close mindset
- Not able to adapt a structure to its organization
- Does not respect the work their employees do
- Mostly focusing on quick revenue rather on long-term objectives
- They are not in balance with their self
- Lack of need for self-improvement
- Lack of love for the industry

5 Conclusion

With my research, I would like to point out what non-economic factors play a role in operating a hotel. It is critical to investigate these elements since, often, a hotel fails not because of a lack of acceptable amenities, but rather because of insufficient leadership abilities.

The course of my research work has provided me with a wealth of new information on the subject that I have been able to use in my work. This information enabled me to examine my proposals and formulate my answers more easily. Using secondary research materials, I examined leadership theories, crucial success factors, performance measurement methodologies, essential KPIs for the hotel industry, and the competencies necessary to be effective and successful leaders. This made me understand that there are many different types of success. With this understanding, I realized that to be successful in the hotel sector, we must consider more than simply the tangible aspects of the business. The human elements are those intangible qualities that cannot be measured but play a significant role in achieving the company's vision.

In my primary research, I interviewed a subject matter expert to learn more about the subject matter. From the interviews, I learned what are the human elements that contribute to success

in the Hungarian hotel industry. During the process of delving more into the issue, the following were my research questions:

1. What leadership skills do you need to be successful in the hotel industry?

After analyzing the interviews, I discovered that the most significant leadership skills are hotel management, system setup capability, selection ability, psychology skills, and motivational ability.

2. Is leadership style influenced by various external factors such as religion, marital status, life cycle, etc.?

Leadership style is influenced by external factors such as education, family background, and failure. However, further research is needed to explore the topic, which can be analyzed with a questionnaire survey. The questionnaire allows us to get an even more detailed picture of the factors that influence success.

3. What kind of connection and differences can be observed between the leadership style of hotels with higher KPIs?

In the second part of my research questions, I was focusing on the correlation between the financial and non-financial factors affecting success. Because of the wide range of quality of accommodations available, it was difficult to compare the key performance indicators (KPIs) amongst respondents. The most significant difference between the leadership style of these places is in the organizational management and the individual accountability of the manager/owner.

The existence of the human aspect is what establishes the connection between the two. As a result, there is an openness to new ideas, the capacity to organize, the appropriate motivation of employees, and the ambition to develop oneself.

- a. What effect did Covid-19 have on the attitude?

The epidemic has had a significant impact on tourism, particularly in the hotel business. Everyone was fighting for their lives. Despite this, some did not walk away from this struggle as losers. The interview series revealed that this is due to the mentality of the leaders. They were able to see the opportunity in these times, improve themselves, pay attention to employees there, and were not afraid of falling. One of the most important human factors was the love of

the profession and keeping in touch with the costumers. Without these, they would not have been able to maintain their success.

- b. What leadership characteristics must be preserved or enhanced for the pandemic not to bring the company crashing down?

The following characteristics had to be preserved based on the interviews:

- openness
 - loyalty
 - ambitious
 - optimistic
 - straightforward
 - imaginative
4. What leadership style differences and characteristic differences can be observed in a hotel with smaller and larger capacities?

In the second part of my research questions, I was focusing on the correlation between the financial and non-financial factors affecting success. Because of the wide range of quality of accommodations available, it was difficult to compare the key performance indicators (KPIs) amongst respondents. The most significant difference between the leadership style of these places is in the organizational management and the individual accountability of the manager/owner. After this, I observed the different characteristics of the leaders in smaller and larger occupancy hotels. Where the biggest problem closed mindset, lack of motivation, and respect towards their employees.

5.1 Limitations of the research

As can be seen from the literature review, success has been defined in a variety of ways by a variety of people. While analyzing the interviews, I realized that there are indeed many different approaches to success, influenced by many factors that can vary from individual to individual. The number of institutions involved in the interview sample was small to fully state what contributes to success.

In many cases, semi-structured interviews did not shed light on all aspects of success. Furthermore, my work was hampered by the fact that several of the hotels interviewed did not provide a comprehensive insight into key KPIs. So many of the discrepancies in the definitions

are attributable to the fact that different people have varied ideas about what constitutes success in their own lives.

5.2 Further studies

The subject requires additional in-depth investigation. Examining a larger number of samples, using not only interviews but also questionnaires, can help to conduct further research. The questionnaire could be used to better examine the factors that influence success. Among other things, we can get answers to questions about how, for example, does sex affects a leader's success. Future research based on this dissertation should focus more on the extent to which human factors contribute to success.

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7 Annex

The semi-structured interview questions with the professionals:

1. What type of business do you manage/own?
2. How did you become the leader?
3. What is your passion?
4. What are your further expectations regarding your business?
5. How Covid-19 affected your business?